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Deadline for comments – May 15, 2006

2006 Hurricane Season Concept of Operations Plan (CONOPS)

Security Instructions

Appropriate security instructions to be added.

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2006 Hurricane Season Concept of Operations Plan (CONOPS)

Preface

This plan serves as the foundation for the conduct of Federal department and agency and interagency Emergency Support Function (ESF) operations in support of the 2006 Hurricane Season Concept of Operations (CONOPS), the establishment of support requirements consistent with the December 2004 National Response Plan (NRP), and the April 2004 National Incident Management System (NIMS), and the development of ESF and member department and agency implementation plans, procedures, practices, and protocols.

Updates

To ensure this document is kept current, the Chief, Operations Branch, Response Division, Federal Emergency Management Agency may direct and approve future changes.

William Lokey _____ Date _____ C/RS-OP

Purpose:

In support of the Lead Federal Agency, the US Department of Homeland Security (DHS), this Concept of Operations (CONOPS) and Concept Plan (CONPLAN) provides guidance on readiness, response, and initial recovery actions that will be taken by the Department of Homeland Security (DHS), through the Federal Emergency Management Agency (FEMA), and other Federal departments and agencies, in cooperation with State, local, Tribal, and Private Sector partners, with emergency management assignments with and without reimbursement in preparation for or in response for the 2006 hurricane season (June 1–November 30, 2006) in the United States and its territories.

In support of the Lead Federal Agency, the US Department of Homeland Security (DHS), FEMA, as the DHS executive agent for all-hazard emergency management, under this CONOPS and CONPLAN, will coordinate the Federal interagency emergency management planning and preparations for, response to, and recovery from hurricanes and other tropical storms making landfall during the 2006 hurricane season (June 1–November 30, 2006) in the United States and its territories and ensure that all Federal Government departments and agencies with emergency management responsibilities achieve the highest level of readiness in preparation for a major hurricane or tropical storm making landfall in the United States and its territories.

Under the December 2004 National Response Plan, other Federal departments and agencies, and their State, local, Tribal, and Private Sector partners, when directed, will provide a full range of planning and operational support and resources (pre-deployed and on stand-by), coordinated by DHS as the Lead Federal Agency and the Principal Federal Official (PFO) or other designated Senior Federal Officials.

Authorities:

1. Public Law (PL) Number: 107-296, The Homeland Security Act of 2002
2. Public Law (PL) 106-390/42 U.S.C. 5121, et seq. The Robert T. Stafford Disaster Assistance and Emergency Relief Act
3. Executive Order 12656 (as amended), Assignment of Emergency Preparedness Responsibilities (November 18, 1988).
4. Homeland Security Presidential Directive/HSPD-5, Management of Domestic Incidents (February 28, 2003)
5. Homeland Security Presidential Directive-7 (HSPD-7): Critical Infrastructure Identification, Prioritization, and Protection (December 17, 2003)

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

References:

1. April 2004, National Incident Management System
2. December 2004, National Response Plan
3. November 2005, Draft National Infrastructure Protection Plan
4. Undated, Hurricane Incident Collection Plan
5. May 2006 Hurricane Initial Actions Checklist
6. December 2005, Hurricane Liaison Team (HLT) Operations Manual
7. October 2005, National Response Coordination Center Video Teleconference Standard Operating Procedure
8. April 2005, Emergency Support Function #5 Emergency Management Standard Operating Procedures
9. April 2005, Draft Interagency Incident Management Group (IIMG) Activation and Operations
10. April 2005, National Response Coordination Center (NRCC) Standard Operating Procedures
11. April 2005, Regional Response Coordination Center/Regional Support Team Standard Operating Procedures
12. April 2005, Interagency Integrated Standard Operating Procedure Homeland Security Operations Center (HSOC)
13. April 2005, Interagency Integrated Standard Operating Procedure Joint Field Office (JFO) Activation and Operations
14. June 2005, NRCC Watch Officer's Manual: Procedures and Checklists
15. May 2005, Target Capabilities List
16. May 2005, Uniform Capabilities List
17. Undated, Incident Management Handbook

Applicability:

This CONOPS/CONPLAN applies to all Federal Departments and Agencies.

This CONOPS/CONPLAN, consistent with the Authorities and References identified, provides for a fully scalable approach for the Federal Government to assist State, local, and Tribal governments and jurisdictions in responding to and initiating the recovery from a major hurricane or tropical storm making landfall in the United States and its territories.

It provides the structure and mechanisms for a Federal response and operational coordination effort for incident management, response, and recovery that is consistent and commensurate with a major hurricane or tropical storm making landfall in the United States and its territories.

Consistent with the protocols provided in the Authorities and References, the Federal response and coordination effort can be partially or fully implemented in the context of the threat and damage potential posed by a major hurricane or tropical storm making landfall in the United States and its territories, the specific and cascading geographic and jurisdictional effects and vulnerabilities, and specific unique and discreet demographic needs and requirements.

Selective implementation of the capabilities resident in the References, through the activation of one or more of the Federal Government's response and recovery components allows maximum flexibility in meeting the unique operational and information-sharing requirements of the situation at hand and enabling effective interaction between various Federal and non-Federal entities.

Nothing in this plan alters or impedes the ability of Federal, State, local, or Tribal departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, Executive Orders, and directives.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Scope:

Under PL 107-296, The Homeland Security Act of 2002 and HSPD-5, Management of Domestic Incidents, DHS is responsible for the overall management of domestic incidents. More specifically, FEMA, the Department's executive agent for all-hazard emergency management, mitigation, preparedness, response, and recovery, is responsible for consequence management, response, and recovery pursuant to and in compliance with 42 USC 5121, et seq.

FEMA headquarters and all FEMA Regions will be prepared to rapidly and effectively execute and deliver a consequence management response operation, with the support of their Federal partners, in support of State, local, and Tribal jurisdictions impacted by a major hurricane or tropical storm making landfall in the United States and its territories as appropriate and consistent with the response actions outlined under the NRP and other references cited supra.

Threat Assessment:

To Be Provided by the US Department of Commerce, National Oceanographic and Atmospheric Administration, National Weather Service, National Hurricane Center, Tropical Prediction Center.

Planning and Operational Assumptions:

- **The guiding strategic objective for the 2006 Hurricane Season is to have a pro-active federal response to the States which provides operational response resources which are more, closer, sooner and safer**
- Lead Federal Agency (LFA), US Department of Homeland Security (DHS)
- Supporting Federal Departments and Agencies
 - Department of Agriculture
 - Department of Commerce
 - Department of Defense
 - Department of Education
 - Department of Energy
 - Department of Health and Human Services
 - Department of Housing and Urban Development
 - Department of the Interior
 - Department of Justice
 - Department of Labor
 - Department of State
 - Department of Transportation
 - Department of the Treasury
 - Department of Veterans Affairs
 - Director of National Intelligence
 - Environmental Protection Agency
 - Federal Bureau of Investigation
 - Federal Communications Commission
 - General Services Administration
 - National Aeronautics and Space Administration
 - National Transportation Safety Board
 - Nuclear Regulatory Commission
 - Office of Personnel Management
 - Small Business Administration

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Social Security Administration
- Tennessee Valley Authority
- US Agency for International Development
- US Postal Service
- American Red Cross
- Corporation for National and Community Service
- National Voluntary Organizations Active in Disaster
- Emergency Support Functions
 - ESF #1 – Transportation
 - ESF #2 – Communications\
 - ESF #3 – Public Works and Engineering
 - ESF #4 – Firefighting
 - ESF #5 – Emergency Management
 - ESF #6 – Mass Care, Housing, and Human Services
 - ESF #7 – Resource Support
 - ESF #8 – Public Health and Medical Services
 - ESF #9 – Urban Search and Rescue
 - ESF #10 – Oil and Hazardous Materials Response
 - ESF #11 – Agriculture and Natural Resources
 - ESF #12 – Energy
 - ESF #13 – Public Safety and Security
 - ESF #14 – Long-Term Community Recovery and Mitigation
 - ESF #15 – External Affairs
- All response and recovery planning and operational activities will be initiated and executed consistent with the NIMS and in compliance with the NRP.
- Response and recovery planning and operational activities initiated and executed to support specific critical infrastructure and key resource concerns will be compliant with the draft NIPP and the draft Sector-Specific Plans (SSPs) developed by the Sector-Specific Agencies (SSAs).
- Any major hurricane or tropical storm making landfall in the United States or its territories in 2006 will potentially be an Incident, or Incidents, of National Significance subsequent to which a Principal Federal Official (PFO) will be appointed by the President. The PFO will be supported by a Deputy PFO and a Federal Coordinating Officer (FCO). The following senior officials have been pre-designated by the President:
 - Northeast – PFO – Rear Admiral (RADM) David P Pekoske, USCG; DPFO – Joseph Piccanno; FCO - Phillip Parr
 - Mid-Atlantic – PFO - RADM Arthur E. Brooks, USCG; DPFO - Richard Hainje; FCO – Tom Davies
 - Florida – PFO - RADM Joseph L. Nimmich, USCG; DPFO - Mary Lynn Miller; FCO – Nick Russo
 - Gulf Coast – PFO - Gil H. Jamieson; DPFO – Captain (CAPT) Thomas F. Atkin, USCG; FCO – Lee Champagne
 - Texas – PFO – RADM Timothy S. Sullivan, USCG; DPFO - Bill Peterson; FCO - Sandy Coachman

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Reserve - PFO – Ed Buikema; Reserve FCO – Ted Monette
- These officials will be supported in the field by one of three (3) person PFO Support Teams.
- As a Presidential Initiative, response and initial recovery planning and operations will employ an Effects-Based Planning Strategy.
- Although fundamentally a State and local planning and response issue in the United States, the lessons-learned from the 2005 Hurricane Season demonstrated that the potential for “spill-over” and cascading events is significant, therefore the President’s Principal Federal Official (PFO) will be designated the lead coordinating element for the US Government.
- Will requires a single federal information sharing and management portal to ensure:
 - Situational Awareness of the Common Domestic Operating Picture
 - Asset and Resource Availability, Tracking, and Visibility
 - Action Tracking and Visibility
 - Time-Phased Force Deployment Databases, Lists, and Time-Sequenced Support Actions
- Response and recovery planning and operations will be coordination and communication-Intensive and will require a Full Spectrum Strategic Approach:
 - Awareness
 - Protection
 - Preparedness
 - Response
 - Recovery
 - Levels
 - Federal/National
 - Federal/Regional
 - State
 - Local
 - Tribal
 - Private Sector
 - Non-Governmental Organizations
- A major hurricane, or tropical storm, which overwhelms State and local emergency response and recovery capabilities, requiring the coordinated deployment and use of Federal assets by DHS through FEMA is likely to occur based on the NOAA forecast and outlook provided supra.
- A major hurricane of tropical storm making landfall in the United States or its territories could overwhelms State, local, Tribal, and Private Sector emergency response and recovery capabilities and require the coordinated alert, activation, and sustained deployment of Federal assets under the NRP and draft NIPP by DHS through FEMA.
- The 2006 hurricane season will likely affect more than one FEMA Region. Specific Regions of concern are Regions I, II (and the Caribbean Area Office), III, IV, VI, and IX (and the Pacific Area Office).
- It is possible that two or more hurricanes will make landfall in the United State or it territories simultaneously, particularly in the Western Atlantic-US East Coast, Gulf of Mexico- US Gulf Coast, and Caribbean-Puerto Rico and the US Virgin Islands and affect more than one FEMA

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Region simultaneously; specifically the combinations of Regions II and III, III and IV, and IV and VI and their pre-designated emergency back-up Regions.

- DHS, FEMA, and all participating Federal, State, local, and Tribal support departments and agencies will use NRP-consistent, and where applicable NIPP-consistent, standard facilities, operational procedures, funding and reimbursement procedures, and alert/notification systems, unless otherwise designated in this CONOPS/CONPLAN.
- DHS, FEMA, and NRP-signatory Federal departments and agencies will be expected to provide NRP-consistent, and where applicable NIPP-consistent, unique national-level assets to support time-sensitive life-saving, life-sustaining, and infrastructure stabilization missions that are beyond the capabilities of even the most capable and sophisticated State and local jurisdictions, Governments, and first responder communities.
- DHS, FEMA, and supporting Federal departments and agencies may be required to provide national-level support and coordination to its Federal, State, local, Tribal, and Private Sector partners in response to other disasters, emergencies, and events (i.e., Pandemic Influenza Outbreaks, floods and flash floods, wildfires, landslides, tornadoes, industrial and technological accidents, etc.) and other Incidents of National Significance, including National Special Security Events (NSSEs), domestic and foreign terrorism, physical and cyber attacks on critical infrastructures and key resources, and national and homeland security emergencies, concurrent with preparing for and responding to a major hurricane or tropical storm making landfall in the United States or its territories in 2006.
- The “best practices” and lessons-learned through the 2004 Florida Response/Recovery Remedial Action Management Plan (RAMP) and the series of on-going 2005 Hurricane Season investigations and assessments will be employed as appropriate during response and recovery operations in 2006.
- Key 2006 Hurricane Response and Recovery Planning Concepts and Components
 - Will be all-hazard, but focused on the most likely hazard; major hurricanes and tropical storms along low-lying coastal areas
 - Focused on developing and coordinating collaborative, interagency and multi-jurisdictional operational activities and capabilities to provide for:
 - Evacuations
 - Life-Saving
 - Life-Sustaining
 - Infrastructure Protection and Stabilization
 - Establishment of a comprehensive Federal response and recovery presence capable of supporting long-term-community recovery and hazard mitigation
 - Maximization of Personal and Public Property Protection
 - Initiation of a phased reentry and repopulation operation once basic critical infrastructure functionality has been restored and stabilized
- Coordination, Collaboration, Communication, and Synchronization will be critical and essential at all operational levels and venues
- Emphasize maintaining Situational Awareness of the Common Operating Picture and Total Asset Visibility

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Response and initial recovery planning and operational activities will be anticipatory and proactive and avoid being passive and reactive
- Response and initial recovery planning and operational activities will consider and incorporate:
 - Unique geographic and demographic features and characteristics
 - Special needs' populations: patient relocation options and resources, hospitals, nursing homes, assisted living facilities, the elderly and disabled, persons without transportation and dependent upon public and mass transportation, the undocumented and illegal persons, prisoners and parolees, and children in school
- Response and initial recovery planning and operational activities will identify “Go and No Go” Decision Points inherent in the response and initial recovery Incident Action Plan (IAP)
- Critical and essential to identify, analyze, and catalog hazard- and response-specific and – related relationships, dependencies, and synergies
- Response and initial recovery planning and operational activities will be heavily dependent upon modeling, simulation, and actionable warning
 - Hazard(s)
 - Risk and Vulnerability Assessments
 - Mitigation Limitations
 - Transportation Systems
 - Behavioral Analysis
 - Shelter and Mass Care Infrastructures
 - Geographic Characteristics and Features
 - Demographic Characteristics and Features
 - Local and Private Sector Capabilities, Limitations, Expectations, and Contributions
 - “Best Practices” (i.e., RAMP Lessons Learned)
- Response and initial recovery planning and operational activities will identify, analyze, and catalog 2nd and 3rd order hazards and cascading consequences as well as co-located and co-dependent hazards and cascading and compounding risks and vulnerabilities
- Response and initial recovery planning and operational activities will employ the decision sciences and modeling and simulation tools and techniques:
 - HURREVAC
 - SLOSH
 - HAZUS
 - SHAKE
 - NARAC Plume Analysis
 - National Weather Service Forecasts and Analyses
- Key 2006 Hurricane Response and Recovery Operational Concepts and Components
 - Recognize that Local Governments should assume Lead Agency responsibilities
 - The Local Government should be the primary decision maker within the Unified Command
 - Recognize that there will be limitations and impediments
 - Communicate–Coordinate–Collaborate–Synchronize\

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Resources
- Partners
- Develop integrated, cross-jurisdictional policies and Standard Operating Procedures and Practices (SOPPs)
- Incorporate the Private Sector immediately
- Implement NIMS/ICS in accordance with the April 2004, National Incident Management System and the December 2004, National Response Plan
 - Establish Objectives
 - Identify Tasks and Sub-Tasks
 - Prioritize Objectives, Tasks, and Sub-Tasks
 - Utilize the Planning “P”
 - Implement tailored Information Collection Plans
 - Conduct integrated, collaborative Incident Action Planning
 - Multi-Agency
 - Multi-Jurisdiction
 - Include Private Sector
 - Non-Governmental and Voluntary Organization
 - Develop and use tailored Initial Action Checklists
 - Develop a Plan of Actions and Milestones (including decision points)
 - “Go Points”
 - “No Go Points”
 - Single, parallel, and/or sequential operational activities (i.e., multiple)
- Maintain near-real-time situational awareness of the common operating picture
- Actively use actionable warning
- Maintain constant, near-real-time communications, coordination, and collaboration capabilities
- Maintain flexibility, adaptability, and agility; maintain and sustain a dynamic capability and OPS tempo
- Monitor, accommodate, and respond to follow-on threats, hazards, and vulnerabilities that are independent of and/or the result of the original incident
- Maintain the operational capability to simultaneously respond to multiple incidents

Mission:

- DHS, through FEMA, will coordinate all Federal operations in the United States and its territories to prepare for, respond to, and recover from the effects of the 2006 hurricane season in the Western Atlantic, Gulf Coast, and Eastern Pacific.
- DHS, FEMA, and NRP-signatory Federal departments and agencies will provide Federal capabilities to support time-sensitive life-saving, life-sustaining, and infrastructure stabilization missions that are beyond the capabilities of even the most capable and sophisticated State and local jurisdictions, Governments, and first responder communities and to augment Regional, State, local, and tribal response and recovery capabilities when they are overwhelmed by large or severe incidents.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- 1 • DHS/FEMA will ensure the provision of uniform, effective, and expedient Federal assistance to
2 State, local, and Tribal governments to prevent the loss of life (life-saving and life-sustaining
3 missions), prevent loss and damage of property (infrastructure stabilization missions), and
4 commence and sustain a long-term recovery (Individual Assistance, Public Assistance, and
5 Hazard Mitigation Grant Programs under PL 106-390/42 U.S.C. 5121, et seq. The Robert T.
6 Stafford Disaster Assistance and Emergency Relief Act).
7
- 8 • The coordinated delivery of Federal assistance will be through the Federal Coordinating Officer
9 (FCO), supported by the Emergency Response Team (ERT) at the Joint Field Office (JFO) and
10 satellite Disaster Recovery Centers (DRCs).
11
- 12 • The National Response Coordination Center (NRCC) and the Regional Response Coordination
13 Center(s) (RRCC) will support Federal field operations by coordinating the delivery of unique
14 national-level capabilities requested by the FCO as part of the comprehensive response
15 operations.
16
- 17 • Field response and recovery operations will be executed by combined Federal, State, local, and
18 Tribal teams with assistance from the appropriate private sector component or components.
19
- 20 • DHS, through FEMA, will provide an orderly and continuing means of assistance by the Federal
21 Government to State, local, and Tribal governments in carrying out their responsibilities to
22 alleviate the suffering and damage which result from a major hurricane or tropical storm making
23 landfall in the United States of its territories during the 2006 hurricane season in the Western
24 Atlantic, Gulf Coast, and Eastern Pacific.
25
- 26 • DHS, FEMA, and supporting Federal departments and agencies will utilize inherent department-
27 and agency-specific authorities, resources, and programs to facilitate incident management,
28 response, and initial recovery activities and operations during the 2006 hurricane season in
29 accordance with the NRP.
30
- 31 • During the 2006 hurricane season, DHS, through FEMA, is authorized to use limited pre-
32 declaration authorities to move initial response resources (critical goods typically needed in the
33 immediate aftermath of a disaster such as food, water, emergency generators, etc.) closer to a
34 potentially affected area and to pre-deploy personnel and equipment in advance of an imminent
35 Stafford Act declaration to reduce immediate threats to life, property, and public health and
36 safety, and to improve the timeliness of disaster response.
37
 - 38 ○ These procedures are outlined in the NRP Catastrophic Incident Supplement and are
39 based on the following:
40
 - 41 ■ The pre-identification of Federal assets and capabilities;
 - 42 ■ The strategic location of pre-identified assets for rapid deployment; and
 - 43 ■ The use of pre-scripted mission assignments for Stafford Act declarations, or
44 individual agency authority and funding, to expedite deployment upon
45 notification by DHS (in accordance with procedures established in the NRP
46 Catastrophic Incident Supplement) of a potential catastrophic event.
47
- 48 • In the response and initial recovery operations following a major hurricane or tropical storm
49 making landfall in the United State or its territories during the 2006 hurricane season, a major
50 disaster or emergency as defined in the Stafford Act, the President may direct any Federal
51 department or agency, with or without reimbursement, to utilize its authorities and the resources
52 granted to it under Federal law (including personnel, equipment, supplies, facilities, and

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

managerial, technical, and advisory services) in support of State and local assistance efforts [sections 402(a)(1) and 502(a)(1) of the Stafford Act, 42 U.S.C. § 5170a(1) and § 5192(a)(1)].

- In an actual or potential Incident of National Significance occurring coincident with a Stafford Act response to a major hurricane making landfall in the United States or its territories during the 2006 hurricane season that is not encompassed by the Stafford Act, the President may instruct a Federal department or agency, subject to any statutory limitations on the department or agency, to utilize the authorities and resources granted to it by Congress. In accordance with HSPD-5, Federal departments and agencies are expected to provide their full and prompt cooperation, available resources, and support, as appropriate and consistent with their own responsibilities for protecting national security.

Concept of Operations:

- DHS, through FEMA, will control and direct the Federal Government's planning and operational response to and the initial recovery from a major hurricane or tropical storm making landfall in the United States or its territories during the 2006 hurricane season in the Western Atlantic, Gulf Coast, and Eastern Pacific.
- All planning and operational response operations will be developed, coordinated, and executed, consistent with the NIMS, in compliance with the NRP and associated policies, plans, procedures, and practices.
- The consequences of a major hurricane or tropical storm making landfall in the United States or its territories during the 2006 hurricane season in the Western Atlantic, Gulf Coast, and Eastern Pacific will be managed at the lowest possible geographic, organizational, and jurisdictional level.
 - Federal, State, local, or Tribal departments and agencies will be unimpeded in initiating, executing, and carrying out their specific authorities and performing responsibilities under all applicable laws, Executive Orders, and directives.
 - Command and control of the State, local, and Tribal response and recovery operation will remain the domain of the appropriate affected State, local, and Tribal emergency manager throughout the response and recovery effort.
 - Federal Government personnel, facilities, and operations, when requested by the State, will support and enhance the requesting State's response and recovery capabilities.
 - Command and control of Department of Defense (DOD) military commands and component units, or of DOD installations, engaged in the supporting the response operation. DOD components and installations will remain under the command and control of DOD (pursuant to Title 10, U.S.C.) and within the established military chain of command.
 - The senior (civilian) Federal Official responsible for the on-site response operations will coordinate with the Defense Coordinating Officer (DCO) to employ DOD assets.
 - At the Regional level, the Regional Director will coordinate through the Regional Emergency Preparedness Liaison Officer (REPLO).

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- The DHS/FEMA HQ-based Military Support Liaison Officer (MSLO) will provide coordinating and liaison services and support at the national-level with the Joint Directorate of Military Support (JDOMS).
- The President may declare a major disaster or emergency if an event is beyond the combined response capabilities of the State and affected local governments; and if, based on the findings of a joint Federal-State-local Preliminary Damage Assessments (PDA) the damages are of sufficient severity and magnitude to warrant assistance under the Act.
- Immediately after an incident, local jurisdictions respond using available resources and notify State response elements. As information emerges, local jurisdictions also assess the situation and the need for State assistance. The State reviews the situation, mobilizes State resources, and informs the DHS/EPR/FEMA Regional Office of actions taken.
- The Governor activates the State emergency operations plan, proclaims or declares a state of emergency, and requests a State/DHS (FEMA) joint Preliminary Damage Assessment (PDA) to determine if sufficient damage has occurred to justify a request for a Presidential declaration of a major disaster or emergency.
 - Based upon the results of the PDA, the Governor may request a Presidential declaration and defines the kind of Federal assistance needed.
 - At this point, an initial assessment is also conducted of losses avoided based on previous mitigation efforts.
- After the major disaster or emergency declaration, a FEMA RRCC, staffed by regional personnel, coordinates initial regional and field activities such as deployment of an ERT-A.
 - The ERT-A assesses the impact of the event, gauges immediate State needs, and makes preliminary arrangements to set up operational field facilities.
 - If regional resources appear to be overwhelmed or if the event has potentially significant consequences, DHS may deploy an ERT-N.
- Depending on the scope and impact of the event, the NRCC, comprised of Emergency Support Function (ESF) representatives and FEMA support staff, carries out initial activation and mission assignment operations and supports the RRCC from FEMA HQ.
- A Federal Coordinating Officer (FCO), appointed by the Secretary of Homeland Security (SecHS) on behalf of the President, will coordinate Federal support activities.
 - The FCO works with the State Coordinating Officer (SCO) to identify needs and requirements.
 - A Principal Federal Official (PFO) also may be designated as the Secretary's representative to coordinate overall Federal interagency incident management efforts.
- The ERT will work with the affected State and conducts field operations from the Joint Field Office (JFO). ESF primary agencies assess the situation and identify requirements and assist States respond effectively.
- Federal agencies will provide resources under FEMA mission assignment or their own authority.
- The Interagency Management Group (IIMG) will be convened when needed to provide strategic-level coordination and frame courses of action regarding various operational and policy issues.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 The Homeland Security Operations Center (HSOC) will support the IIMG and coordinates with
2 the JFO.
3

- 4 • FEMA Teleregistration will activate a toll-free telephone number (1-800-631-3362), affected
5 individuals and victims can call to apply for disaster assistance.
6
 - 7 ○ The toll-free disaster helpline is established to answer common questions.
 - 8
 - 9 ○ One or more DRCs may be opened where individuals can obtain information about
10 disaster assistance, advice, and counsel.
 - 11
 - 12 ○ Individual applicants are processed at the FEMA National Processing Center.
 - 13
 - 14 ○ Inspectors verify losses and provide documentation used to determine the types of
15 disaster assistance to be granted to individuals and families.
16
- 17 • FEMA-specific (NRCC, RRCCs, and JFOs) Concept of Operations
18
 - 19 ○ When directed by the Secretary of Homeland Security (SecHS), or the Secretary's
20 designated representative, FEMA will, through the FEMA Operations Center (FOC),
21 activate its emergency response infrastructure at the national and regional levels in
22 support of Federal, State, local, and Tribal jurisdictions and governments.
23
 - 24 ○ At no time will the Federal Government, or its authorized and designated representatives,
25 assume command and control of the State, local, and tribal response operations. These
26 operations, although supported, augmented, and enhanced by the arrival, deployment, and
27 utilization of Federal assets, remain the domain of the appropriate affected State, local,
28 and tribal manager.
29
 - 30 ○ In some selected situations, the FEMA Regional Director is authorized to independently
31 activate the Region's Regional Response Coordination Center (RRCC), staffed by the
32 interagency Regional Support (RST), and deploy, at the request of the State Emergency
33 Manager, a FEMA Liaison Officer (LNO) and/or Emergency Response Team-Advanced
34 (ERT-A) to the State Emergency Operations Center (SEOC) to facilitate an initial Federal
35 coordination effort.
36
 - 37 ■ The Regional Director, at his/her own discretion, direct the alert, activation, and
38 deployment of the Region's Regional Support Team (RST) and components of
39 its ERT-A to the Region's RRCC any time that available information
40 communicates a credible threat to the Region or one of the States supported by
41 the Region.
42
 - 43 ○ In some selected situations, the Director, FEMA may authorize the activation and
44 deployment of a FEMA-staffed Federal Incident Response Support Team (FIRST) to the
45 State Emergency Operations Center (SEOC) to facilitate an initial Federal coordination
46 effort.
47
 - 48 ○ In all cases, the FEMA Regional Director is authorized to independently deploy a FEMA
49 Liaison Officer (LNO) to the State Emergency Operations Center (SEOC) to ensure
50 situational awareness of the common operating picture and to assess the need for the
51 activation and deployment of additional Federal resources in support of Federal-to-
52 Federal Mission Assignments required to facilitate and coordinate the execution of
53 inherent department and agency missions, functions, and responsibilities.
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DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- All DHS/FEMA support operations will be planned and coordinated in compliance with the stipulations of PL 107-296, The Homeland Security Act of 2002 and PL 106-390, The Robert T. Stafford Disaster Assistance and Emergency Relief Act.
- All DHS/FEMA response and recovery operations will be executed in compliance with the following Standard Operating Procedures and Practices:
 - December 2004, National Response Plan
 - April 2004, National Incident Management System
 - April 2005, National Response Coordination Center (NRCC) Standard Operating Procedures
 - April 2005, Regional Response Coordination Center/Regional Support Team Standard Operating Procedures
 - April 2005, Interagency Integrated Standard Operating Procedure Homeland Security Operations Center (HSOC)
 - April 2005, Interagency Integrated Standard Operating Procedure Joint Field Office (JFO) Activation and Operations
- All command and control arrangements will comply with the Incident Command System (ICS) as described in the April 2004, National Incident Management System.
 - Tactical and operational command and control will conform to the Unified Command principle and reside with the Senior Federal Official (SFO) on-scene (Federal Coordinating Officer/FCO and/or the Disaster Recovery Manager/DRM) after the Joint Field Office (JFO) has been established and determined to be full-mission-capable (FMC).
 - During the initial 72 to 96 hour response, the FEMA Regional Director, or Directors, will exercise tactical and operational command and control through the Regional Response Coordination Center (RRCC) and the interagency Regional Support Team (RST).
 - Strategic coordination and management will be exercised throughout the response and initial recovery periods by the interagency National Response Coordination Center (NRCC), a component of the Homeland Security Operations Center (HSOC).
 - Strategic resource availability, allocation, and deployment issues and conflicts will be resolved by the NRCC in coordination with Interagency Incident Management Group (IIMG) and/or the Principal Federal Official (PFO) if one is assigned by SecHS.
- The NRCC and the HQ Response Division will, no later than 144-168 hours prior to landfall, initiate the action planning cycle to support and coordinate pre-event asset deployment, consumables and commodities acquisition and deployment, and action and resource tracking using the HQ Operations Matrix Tool to ensure Total Asset Visibility (TAV) and phasing of operations.
- The FEMA NRCC will:
 - Alert, activate, and deploy the FEMA Hurricane Liaison Team (HLT) to the National Hurricane Center (NHC).

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Direct the HQ Logistics Response Center (LRC) to assume and maintain 24/7 operations.
 - Direct the HQ NDMS Operations Support Center (OSC) to add one (1) Operations Specialist to each duty team during the duration of the response and initial recovery operation.
 - Alert, activate, and deploy additional qualified and cleared representatives to the DHS HSOC to ensure 24/7 operational coverage.
 - Alert, activate, and deploy senior-level Liaison Officers (LNOs) to the DHS IIMG to ensure 24/7 operational coverage or coverage as directed by the IIMG Executive Secretariat.
- In the interest of comprehensive, near-real-time situational awareness of the common operating picture, The FEMA NRCC will convene and brief Emergency Support Functions Leadership Group (ESFLG) at FEMA HQ.
 - The FEMA NRCC will initiate and continue daily FEMA HQ, Regional, and ESFLG Video Teleconferences with DHS, DOD/NORTHCOM, the National Hurricane Center and Hurricane Liaison Team (HLT), and the threatened States.
 - When sufficient actionable warning, the NRCC Watch may issue one or more NRCC Advisories to communicate important situational awareness information to FEMA's senior management and its regional- and field-level planning and operational components. The NRCC Advisories may levy information collection requirements designed to maintain and/or enhance the visibility and comprehensiveness of the situational awareness of the common operating picture.
 - The NRCC Watch may issue one or more NRCC Warning Orders directing national-, regional-, and field-level planning and operational components and their personnel to assume a heightened state of operational readiness; review their planning and operational checklists, incident collection plans, and initial actions checklists; and ensure that, if designated in an alert or on call status, they should be prepared to deploy to their designated operational location upon notification by the FOC via the Dialogic *Communicator!*.
 - When directed by the Director, Response Division, the NRCC Watch will draft, coordinate, and issue an NRCC Operations Order tailored to alert, activate, and deploy national-, regional-, and field-level assets to their operating and/or deployment locations to support a rapid and effective Federal response in support of DHS, the LFA, and the supporting Federal response infrastructure.
 - Subsequent NRCC Operations Orders may be issued to modify the Federal response posture and/or terminate Federal response operations; i.e.; Level III to Level II and Level II to Level I.
 - All operational Federal assets will establish, at the direction of the Senior Federal Official, an operations period (OPERIOD) and develop and implement an Incident Action Plan (IAP) for that OPERIOD. Operational Federal assets will submit at least one (1) Situation Report (SITREP) per OPERIOD to the NRCC. The NRCC will create a consolidated SITREP and submit it to the DHS Homeland Security Operations Center (HSOC) no less than once in any 24-hour period.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Additional information collection; situational awareness of the common operating picture; and resource, asset, and action tracking and visibility reports (i.e., spot and incident reports, status reports, etc.) will be developed, coordinated, and submitted in accordance with the preferences and guidance of the requesting recipient and/or the Senior Federal Official.
- Upon termination of the response phase of the operation, all recovery operations will be governed by the FCO/Disaster Recovery Manager (DRM), a member of the EPR/FEMA FCO Cadre, in compliance with December 2004, National Response Plan until a determination has been made and approved to close the JFO and satellite Disaster Relief Centers (DRCs) and transition remaining long-term recovery activities and responsibilities to the regional offices of FEMA and other Federal agencies providing assistance.

Advisories, Warning Orders, and Operations Orders

- NRCC Advisories, Warning Orders, and Operations Orders:
 - NRCC Advisories, Warning Orders, and Operations Orders will be drafted, coordinated, and disseminated in accordance with NRCC SOPs.
 - The format for NRCC Advisories, Warning Orders, and Operations Orders are resident in the NRCC Watch Officer's Manual: Procedures and Checklists and exemplar copies of previously issued documents are resident in the NRCC On-Line Archives.
 - Unlike NRCC Spot Reports and Incident Reports, NRCC Advisories, Warning Orders, and Operations Orders will be disseminated by the FOC following coordination and approval by Response Division senior management.
- RRCC Advisories, Warning Orders, and Operations Orders:
 - RRCC Advisories, Warning Orders, and Operations Orders will be drafted, coordinated, and disseminated in accordance with the existing Regional procedures and protocols. There is no requirement for them to conform to the format established for NRCC Advisories, Warning Orders, and Operations Orders.
 - NRCC Advisories, Warning Orders, and Operations Order will take precedence over all Regional Advisories, Warning Orders, and Operations Orders.
- FOC Alert, Notification, and Activation Messages and Orders:
 - FOC Alert, Notification, and Activation Messages and Orders, including those developed for and issued by the Dialogic *Communicator!* ©, will be drafted, coordinated, and disseminated in accordance with the existing FOC procedures and protocols.
- HSOC Alert, Notification, and Activation Messages and Orders:
 - HSOC Alert, Notification, and Activation Messages and Orders, including those developed for and issued by the DHS *Communicator!* ©, will be drafted, coordinated, and disseminated in accordance with the existing HSOC procedures and protocols.
 - NRCC Advisories, Warning Orders, and Operations Order may take precedence over all NRCC and Regional Advisories, Warning Orders, and Operations Orders.

Situation Reporting

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- All situation reports (including Spot Reports, Incident Reports, and Executive Summaries) will be disseminated, at a minimum to the next higher and lower echelons, the NRCC, the FOC, and HSOC.
- The Operations and Planning Sections Chiefs at each operational level should develop specific address groups for these reports jointly.
- Situation reports (including Spot Reports, Incident Reports, and Executive Summaries) may be transmitted via e-mail, e-mail attachments, facsimile, AUTODIN, and/or the Defense Message System (DMS).
- Classified information will not be transmitted or communicated over non-secure media or uncleared personnel.
- Using the DHS/HSOC-approved format, found on pages 29 and 30 of the April 2005, National Response Plan (NRP) National Response Coordination Center (NRCC) Standard Operating Procedure, the RRCC Planning Section will, unless otherwise directed, create and submit an initial SITREP following landfall to the NRCC for submission to the HSOC.
- Using the DHS/HSOC-approved format, found on pages 31, 32, and 33 of the April 2005, National Response Plan (NRP) National Response Coordination Center (NRCC) Standard Operating Procedure, all Planning Sections will, unless otherwise directed, create and submit at least one SITREP per operational period to the next higher echelon.
 - JFO to RRCC or NRCC and HSOC
 - RRCC to NRCC
 - NRCC to HSOC
- Using the DHS/HSOC-approved format, found on pages 31, 32, and 33 of the April 2005, National Response Plan (NRP) National Response Coordination Center (NRCC) Standard Operating Procedure, the NRCC Planning Section will, unless otherwise directed, create and submit at least one SITREP to the HSOC per operational period.
 - The NRCC will only be responsible for completing Section 5 of the SITREP.
 - The JFO and RRCC when responsible will be responsible for completing, to the degree possible, all 15 sections of the SITREP.
 - FEMA will utilize, unless otherwise directed, statistics obtained and provided by DHS through the HSOC with respect to casualties (the Office of State and Local Government Coordination and Preparedness) and infrastructure disruptions (National Infrastructure Coordination Center).
- FEMA and participating NRP departments and agencies at the RRCC and NRCC will, unless otherwise directed, use the FEMA (NEMIS-compliant) Incident Report format, approved by DHS, found on page 27 of the April 2005, National Response Plan (NRP) National Response Coordination Center (NRCC) Standard Operating Procedure.
- When communicating time-sensitive information to senior DHS staff members, FEMA and participating NRP departments and agencies at the RRCC and NRCC will, unless otherwise directed, use the DHS/HSOC-approved HSOC Executive Summary Incident Report format found on page 27 of the April 2005, National Response Plan (NRP) National Response Coordination Center (NRCC) Standard Operating Procedure.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- DHS, FEMA, and other participating NRP departments and agencies will be permitted to utilize their own reporting formats within their own organizations and for informal interagency activities and coordination.
- Time-sensitive Spot Reports will use, unless otherwise directed, the FEMA (NEMIS-compliant) Incident Report format, approved by DHS, found on page 27 of the April 2005, National Response Plan (NRP) National Response Coordination Center (NRCC) Standard Operating Procedure.
- NRCC Tropical and Storm Advisories:
 - Based on based on the most recent NWS/NHC message forecast, the NRCC Watch will issue Tropical and Storm Advisories to all response assets on alert and/or operationally deployed.
 - The Advisory will conform to the format and template developed by HQ and in use since 2001. The template is available from the NRCC by request.
 - An NRCC Watch Tropical Advisory concisely describes the specific characteristics of tropical activity (i.e., location, track, wind speed and intensity, wind swaths, error cone, and rainfall and flooding projections) and characteristics).
 - At a minimum, the Advisory will, at a minimum, contain the following components:
 1. HURREVAC or NHC graphic (i.e., map)
 2. Text derived from NHC reports
 3. Current location
 4. Projected track
 5. Intensity
 6. Storm characteristics and possibilities
 - Tropical and/or Storm Advisories will be issued to at least every six (6) hours (0500, 1100, 1700, and 2300 Eastern Time) until the disturbance exits US territory, airspace, and territorial waters and dissipates.
- Briefings:
 - Briefings developed for and given to senior policymakers will conform to the standard DHS format. The approved template will be distributed by the NRCC. At least one senior policymaker briefing will be finalized during each operational period.
 - Briefings not developed for or given to senior policymakers are not required, but are recommended to conform, to this template.
 - Shift change briefings will conform to the template and content required by the senior on-scene official.
- Planning and Tracking of Assets and Resources (Total Asset Visibility or TAV program)
 - The Operations Matrix Tool (OMT, formerly the Operations Matrix) will be maintained by the NRCC's Planning Section (Documentation and Demobilization Units).
 - The Planning Section will be supported in maintaining the OMT by the Logistics Section with respect to resource tracking and synchronization tables.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Using the designated and approved Initial Actions Checklist and Incident Collection Plan, OMT specialists will input pre-outbreak, outbreak, and post-outbreak response objectives, tasks, and actions into the OMT database to facilitate both planning and TAV by managing, through prioritization and link analysis.
- The OMT is a management tool that will be present at the JFO, RRCC, and NRCC to assist senior manager to coordinate the initiation of new and existing supporting tasks and actions in support of achieving specified objectives.
- OMT collaboration and data reconciliation will be conducted via daily, dedicated video and teleconferences as part of the planning in a timely, effective, and efficient manner.
- Technical Collection Requests:
 - All requests for national-level remote sensing and aerial reconnaissance support, including plume analysis, will be forwarded to the NRCC's Planning Section for review and validation.
 - Non-national technical collection operations and opportunities may be tasked and executed by on-scene Federal, State (including National Guard, Civil Air Patrol, and USCG Auxiliary), local, and tribal authorities.
- Incident Action Planning:
 - Unless otherwise directed, all operational echelons (JFO, RRCC, NRCC, and HSOC) will develop a complete Incident Action Plan (IAP) for the specified operational period.
 - All incident planning initiatives and activities will employ the policies, doctrines, procedures, and protocols established by DHS in the April 2004, National Incident Management System.
 - All IAPs developed and employed to support response operations during the 2006 hurricane season will be developed by the Planning Sections (Demobilization Unit) at each operational echelon.
 - There will only be one IAP per operational element and only one IAP per operational period. All IAPs developed once the JFO is established and operational will be developed in coordination with the JFO Planning Section so as to better support the on-scene Unified Commander (FCO/DRM).
 - All IAPs, regardless of operational echelon, will:
 - Identify the overall incident objectives and strategies established by the Incident or Unified Commander,
 - Identify and adequately address the overall incident objectives, mission, operational assignments, and policy needs of each jurisdictional agency. This planning process is accomplished with productive interaction between jurisdictions, functional agencies, and private organizations,
 - Identify and address tactical objectives and support activities for one operational period, generally 12 to 24 hours,
 - Identify and address in sufficient detail, any limiting factors, and

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Contains provisions for continuous incorporation of RAMP-related issues.
- Unless otherwise directed by the commander, team leader, or manager, the Chief, Planning Section will ensure that a completed IAP package will consist of the following ICS forms or the essential combination of these forms at the discretion and direction of the Incident Commander:
 - a. ICS-201 Incident Briefing
 - b. ICS-201 Summary of Current Actions
 - c. ICS-201 Current Organization
 - d. ICS-201 Resources Summary
 - e. ICS-202 Incident Objectives
 - f. ICS-203 Organization Assignment List
 - g. ICS-204 Assignment List
 - h. ICS-205 Incident Radio Communications Plan
 - i. ICS-206 Medical Plan
 - j. ICS-207 Organizational Chart
 - k. ICS-209 Incident Status Summary, with Instructions
 - l. ICS-210 Status Change Card
 - m. ICS-211 Check-In-List
 - n. ICS-213 General Message
 - o. ICS 215 Operational Planning Worksheet

- External Affairs:

- The DHS Offices of Public and External Affairs, as well as Congressional Affairs and Liaison, will develop, coordinate, and disseminate consolidated public affairs, information, and safety strategy at all echelons.
- The consolidated strategy will be a realistic, proactive media relations' strategy for implementation of Federal response and recovery operations in partnership with State, local, tribal, and private sector partners with an emphasis on Federal intergovernmental functions.
- An ESF-15 Joint Information Center will be established and staffed as directed by DHS and/or the Senior Federal Official. One senior staff member, preferably from the FEMA Office Public Affairs, will be designated as the spokesperson for FEMA at each operational level – JFO, RRCC, and NRCC.
- DHS- and FEMA-developed messages and public advisories released during response activities will stress local self-sufficiency for 72 to 96 hours and will not create expectations DHS and FEMA and their NRP partners cannot meet.
- During the response phase, the single point-of-contact should aggressively stress that the Federal Government, through DHS and FEMA, is coordinating the delivery of time-sensitive resources to its State, local, and tribal partners that save lives and reduce the loss of life.
- Resources provided by the Federal Government, though DHS and FEMA, are uniquely configured to initiate the long-term recovery phase of the operations by bringing to bear life-saving, life-sustaining, and infrastructure stabilizations capabilities to the impacted area and its population.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- The impacted population should be provided with realistic timeframes following the 72 to 96 hour period of self-sufficiency in which to expect the delivery and distribution of medical supplies and services, water, ice, food, and shelter and advised that Distribution Points will be crowded and that emergency supplies limited to basic needs.
- The impacted population must be advised that response priorities exist and that not all needs are equal nor can be they satisfied simultaneously. Consequently, the Federal, State, local, and tribal response, in conjunction with the private sector will be tailored to meet these special needs and that delays can be expected in meeting the needs of the larger population.
- Public Service Advisories and Messages released during recovery will be proactive and focus on an aggressive education campaign to inform the public and State, local, and Tribal officials about assistance programs available under the Stafford Act.
- They will not gloss over limitations, and will reinforce the fact that Stafford Act recovery programs are Federal grants and require substantial paperwork, time, and review.
- They will include realistic service expectations and timelines for opening DRCs.
- The comprehensive public and external affairs strategy will include methods for informing the media and members of Congress about program limitations.

Operational Use of the Homeland Security Information Network (HSIN)

All Federal departments and agencies signatory to the NRP and supporting Federal response and recovery operations during the 2006 hurricane season will utilize, to the fullest extent possible, the Homeland Security Information Network (HSIN) to maintain situational awareness of the common operating picture and visibility on resources and actions.

Exceptions to HSIN use must be obtained in writing from the DHS Directorate of Operations Support.

HSIN is offered by DHS to all Federal (Civilian and Title 10 Department of Defense, national, regional, and field), State (including Title 32 NGB), local, and Tribal public safety agencies and their emergency operating centers for the purposes of augmenting and improving the ability of these agencies and their EOCs to exchange information between first responders and external organizations for shared situational awareness.

Furthermore, HSIN can be used by local public safety agencies for Level I incidents where the Incident Command System (ICS) structure may only include a field command post and all the needed resources may be readily available at the scene; for Level II incidents, wherein the ICS structure is expanded and requires support of a partially activated EOC; for Level III incidents where effective management of incident response activities requires a full activation of the local EOC and a comprehensive expansion of the ICS structure with all four supporting sections (Planning, Operations, Logistics, and Administration/Finance); and especially for Level IV incidents where the ICS structure is typically expanded into various functions or geographical sectors depending on the scope of the incident and State and Federal resources are requested by declaration of the affected State to stabilize such an event.

Expected Outcomes from Inserting the Use of HSIN in this CONOPS

- (1) Establishment of an initial operating capability (IOC) for connecting specifically defined organizations and agencies;

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

(2) Implementation of connectivity among defined agencies using the HSIN information sharing and collaboration capabilities that enhance regional incident management capabilities;

(3) Establishment of SOPs for using HSIN that allows for readiness planning and exercises that are regionally based and multi-jurisdictional;

(4) Increased regional coordination, decision making, and operational collaboration between multiple state and local agencies and their command centers;

(5) Creation of shared operational agreements, procedures and protocols for multi-jurisdictional issues associated with risk management, notification, response and mitigation of critical incidents;

(6) Documentation that communications, collaborative decision-making, and joint action are becoming increasingly more prevalent through use of HSIN; and,

(7) Formal establishment of business rules for cross-jurisdictional operations. It is expected that the development of business rules, processes, and system integration points (both technical and process focused) will be an ongoing process, and that the HSIN CONOPS and associated protocols/SOPs will serve to provide overall guidance on HSIN's use.

(8) Establish roles and responsibilities, with regard to coordination of information and resources, with the community of users:

- a. Establish flow charts for requests of resource or information support to reduce conflicts and duplication of effort
- b. Establish releaseability rules and coordinating/ synthesizing procedures for press releases (collaboration with the public)
- c. Identify specific sources and procedures for requesting and supplying event specific (HAZMAT, fire, weather, etc.) support information or checklists that need to be accessed from HSIN.
- d. Establish a division of responsibility for who collects, who has what information sources, and who is responsible for keeping data current and posting updated information in the HSIN EM and FEDOPS portals.

Regional Operating Concept

Using HSIN (both the tools and the connectivity it provides), Federal, State, Tribal, and local public safety and emergency response personnel will communicate collaborate and exchange information for the purposes of:

1. Pre-incident critical infrastructure protection activities
2. Incident Management (crisis and consequence) and Response activities

For pre-incident critical infrastructure protection activities, Federal, State, Tribal, and local organizations and departments and agencies will operate with a unified set of protocols and business rules which will allow personnel from these agencies to communicate situational awareness, threat information, asset characterizations, vulnerability, risk data, including the receipt of actionable warning, and risk mitigation options using a common language. These agencies will also develop coordinated, synchronized threat level measures using the Homeland Security Information Network (HSIN) to plan and build out broadly-based pre-planned responses to all hazards and changing threat conditions.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 For crisis management, FEMA and its Regions will leverage the existing emergency management
2 structure in each Region to include State government emergency management agencies (Each State will
3 involve and include their local governments), and the Emergency Support Functions (ESFs).
4

5 Public safety personnel within each Region, particularly the Regional Interagency Steering Committee
6 (RISC), Regional Response Coordination Center (RRCC's Regional Support Team or RST), and
7 Emergency Response Team-Advanced (ERT-A), organizations will define how they will use HSIN to
8 provide information necessary for updating HSIN's Common Operational Picture (COP) in addition to
9 collaborating and sharing information, vertically and horizontally, during crisis response and recovery
10 operations and consequence remediation and community recovery.
11

12 **Common Operating Picture (COP)**
13

14 The cornerstone of information superiority, at all tactical levels of an Incident and/or Unified
15 Command, is a robust, continuous, common operating picture of the in-theater operational
16 environment. The resulting heightened situational awareness vastly improves the effectiveness
17 with which Incident Commanders at all levels can pursue, and accomplish, a mission. The
18 common operating picture can allow tactical decision making at the lowest levels of command
19 consistent with the higher-level commander's operational objectives, and the decentralized tactical
20 execution can enhance the ability of lower-level tactical units to react quickly to changing
21 circumstances. One of the most significant challenges facing incident commanders is the ability to
22 predict the escalation of an incident from a low level to a high level, and the point at which various
23 types of multi-agency and/or multi-jurisdiction coordination would be required. As the response
24 level of an incident increases, additional operational agencies become involved, requiring agency-
25 to-agency communication in addition to person-to-person communication. Interagency
26 communication and coordination, augmented by situational awareness provided by a COP, are
27 critically important in the management of an event.
28

29 The development of the current generation HSIN Common Operating Picture (COP) was
30 motivated by the desire to improve situation awareness, consistent with the Incident Command
31 System (ICS), within an emergency management/incident command organization within the
32 National Incident Management System (NIMS) and thus facilitate and lead to faster and better
33 synchronized planning and execution decisions.
34

35 The current generation of HSIN, and therefore its COP, is built upon a clear understanding of the
36 planning and operational processes employed within an Incident and/or Unified Command
37 organization to translate available information into timely and focused action. These processes are
38 variously identified in the research literature as information management, sense making,
39 knowledge creation, and decision making.
40

41 The NSIN COP is situation and user dependent. Situational awareness (and the COP) is not simply
42 disassociated and disaggregated data; it is also coincidentally professional experience, insight, and
43 educated and insightful interpretation that must be shaped by first responder actions at each level of the
44 response community. Actionable situational awareness of what is occurring in theater on the ground must
45 be supported by protocols for managing information exchange between the FEMA Regions, the activated
46 ESFs, and the State, Tribal, and local departments and agencies. These protocols based on HSIN's
47 reporting mechanisms will enhance the operational cycles and decision-making.
48

49 Building upon the COP at the State and local level and the information reporting protocols that extend up
50 from the States, ESFs and FEMA regions, establishes a framework that assures that the HSOC and NRCC
51 will receive the actionable information required for accurate situational awareness in the DHS Operations
52 Directorate's COP and subsequent decision-making at the highest levels of government.
53

54 The organization-specific HSIN CONOPS should describe how the users, representing Federal, State,
55 Tribal, and local departments and agencies, will communicate online, share files, documents, video

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 images, sensor feeds, and geo-spatial data, all of which will significantly enhance the ability of the region
2 to effectively coordinate and manage large-scale, multi-jurisdictional critical incidents. Additionally,
3 through the connectivity provided by HSIN, the process for identifying the resources necessary and
4 available that can be applied to the crisis/incident should be described in the CONOPS.
5

6 Once operational, HSIN will facilitate\the gathering, assessing, and analyzing of information to maintain
7 authoritative, situational awareness through the use of user-created “Virtual Situation Rooms” on the
8 network, where online conversations may be held in real-time by a number of relevant users.
9

10 The Homeland Security Operations Center (HSOC), a component of the DHS Directorate of Operations
11 Support, monitors all situation awareness spaces at the Federal, State and Local levels. Fusion centers,
12 individual communities of interest (COIs), and specialized virtual situation rooms created for use during
13 special events or high threat periods are responsible for contributing to national situation awareness.
14

15 The HSOC is responsible for developing, implementing, and managing a current status of events to
16 include, threat reporting and operational activity nationally in the form of a Common Operational Picture
17 (COP). The COP is constantly updated with assessed and validated threat information, changes in
18 warnings, advisories and alert status, weather hazards, infrastructure issues, cyber threats, operational
19 activity, and other data relevant to situation monitoring, decision making and planning, for homeland
20 security operations.
21

- 22 • **Mission Assignments and Their Status:** HSIN will provide users with an online Action
23 Item/Task tracker with a Gantt Chart, email notifications, task Calendars, groups and individual
24 tasking, roll based security for access to cases and tasks, supervisor oversight, case history
25 (complete audit), and reporting (ad hoc, standard).
26
- 27 • **Personnel/Resource/Asset Tracking:** HSIN will develop an Interface with the National Asset
28 Database (NADB). This will provide HSIN users with a single point of entry into the National
29 Aeronautics and Space Administration (NASA) Technology Inventory Database (NTIDB)-H data
30 base.
31
- 32 • **RFI Management:** HSIN supports the ability of all subscribers to concurrently register Requests
33 for Information (RFIs) to subscribers with a right and need to receive the request. RFI procedures
34 permit the inquiry of one entity to be transmitted to and researched simultaneously by all other
35 entities to promote timely and thoroughly researched responses across many jurisdictions. RFI
36 recipients are encouraged to respond to or provide RFI status within 24-hours of receipt. HSOC's
37 HSIN desk officers maintain a 24x7 capability to provide timely and substantively relevant
38 responses to RFIs. HSOC and all HSIN communities of interest (COIs) who receive an RFI bear
39 responsibility for researching local data stores, consulting with their internal organizational
40 departments and responding to RFIs in a timely manner. When no information is discovered,
41 negative responses should be sent in any event to confirm that the RFI was researched and no
42 information was discovered. The HSOC is responsible for initiating RFI research and consulting
43 within DHS and with all appropriate federal agencies. HSOC consolidates responses and returns
44 relevant information or a negative response to the originator of the RFI. Recipients of RFIs are
45 expected to initiate research and consultation within their respective COI or with other
46 communities, consolidate responses, and return relevant information or negative responses to the
47 RFI originator. Originators of RFIs should research their data holdings and the data and reports
48 in their COI portal prior to issuing an RFI. The transmission of an RFI will normally be limited
49 to a specific COI but in some cases may need to include other COIs that may possess relevant
50 information.
51

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- 1 • **Collaboration and Decision-Making:** HSIN provides multiple tools to facilitate collaboration
2 and decision-making including: GIS Mapping, Discussion Boards, Jabber (chat/instant
3 messaging), Virtual White Boards, and Online Meeting and Presentation capabilities.
4
5 ○ Many of the HSIN COI portals contain Geospatial Information System (GIS) layered
6 Mapping, which may be tied into incident reporting. This mapping feature allows users to
7 plot reported incidents geospatially for the purpose of spotting trends. GIS Mapping has also
8 been used for tactical incident management.
9
10 ○ Discussion Boards [For Your Information (FYI)/Request for Information (RFI)] allow users
11 to create new discussions; participate in existing discussions; and filter, delete, and update
12 discussion threads.
13
14 ○ Jabber (chat/instant messaging) allows users to create chat rooms and use instant messaging
15 between an invited group of HSIN users.
16
17 ○ HSIN provides virtual white boards to collaborate in real time with others using graphic and
18 audio information.
19
20 ○ HSIN provides online meeting capability as well as online presentations (PowerPoint, Flash,
21 streaming video, and video capture) which can be saved and archived as web documents for
22 browser viewing.
23

24 **Accessing HSIN and the Emergency Management Portals**

25
26 The organization-specific CONOPS should define which primary users will log on to HSIN through their
27 personal workstations or web browsers. Depending on the user's role (e.g., RRCC Manager, ESF lead
28 person, local emergency manager, etc.), there should be a description of how he or she will use the
29 different tools and portals of HSIN to perform functions critical to his or her assignments in addition to
30 specific reporting requirements.
31

32 **Reporting Requirements**

33
34 Each organization-specific CONOPS should describe the reporting requirements and how that
35 information will be obtained, monitored, and disseminated.
36

37 **Major Functions within a CONOPS**

38
39 The major functions addressed by an organization-specific HSIN CONOPS will typically be centered on
40 enhancing the ability of Federal departments and agencies, ESFs and State, Tribal, and local first
41 responders to better prepare for and respond to critical incidents, as well as the ability to manage
42 situations as they occur.
43

44 The CONOPS should describe how HSIN will be used to support each function. These functions include
45 the following:
46

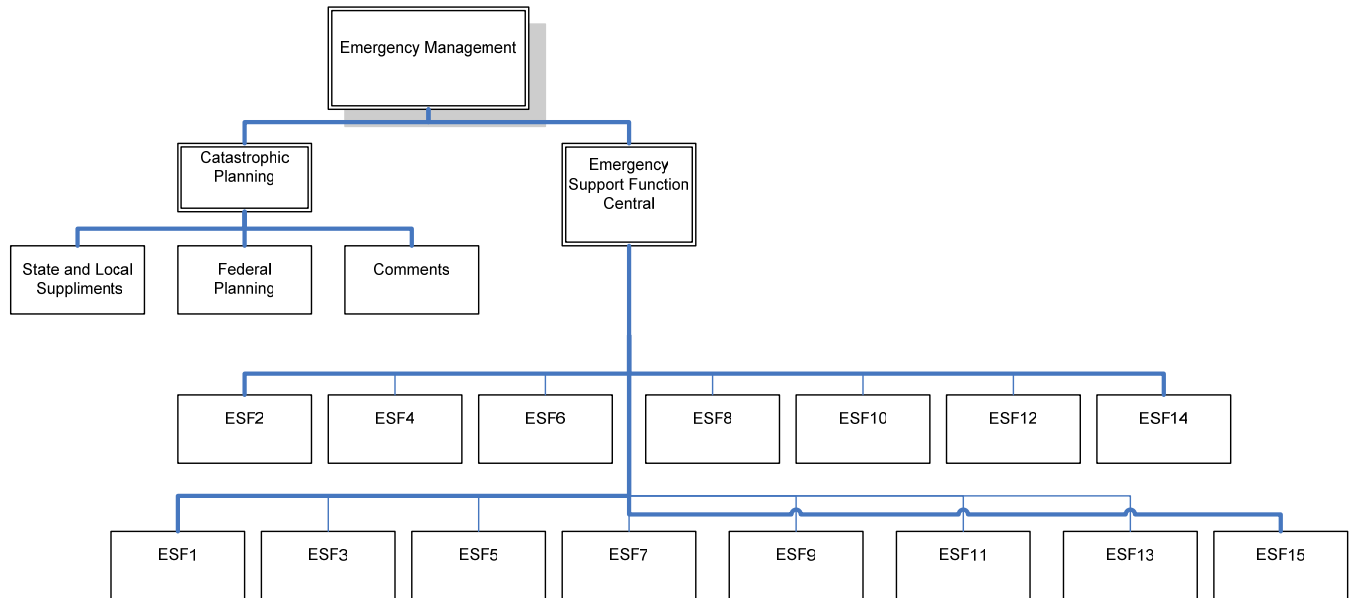
- 47 • **Coordination of Resources** Includes the coordination of appropriate resources prior to a critical
48 incident, across geographically dispersed organizations and jurisdictions, to respond to crises
49 more effectively.
50
- 51 • **Planning and Exercises** Includes the execution of exercises centered on a critical event for
52 which a coordinated response is necessary, used for planning response procedures in a crisis; also
53 includes development and coordination of mitigation plans.
54

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- **Notification** Includes the generation and distribution of alerts and other messages to appropriate personnel prior to or during a critical incident or exercise.
- **Mobilization** Includes the activation, assembly, and transport of the various personnel and technical resources such as vehicles and supplies, which will participate in the crisis response or exercise.
- **Crisis Response** Includes the actions taken by the participating agencies, both on site and in locations where support is provided, to resolve the crisis and minimize injury or death to the population as well as damage to public and private property.
- **Consequence Management** Includes the activities during or following the resolution of a crisis to protect public health and safety, restores necessary services, and provide assistance to public or private parties affected by the incident.

HSIN Portals



One approach for identifying how HSIN will be used in each of these functional areas is to analyze current processes, procedures, and protocols which is illustrated on the following page.

23 Function	Current State	Future State (HSIN)
Coordination of Resources	<ul style="list-style-type: none">▪ Limited coordination of resource sharing hinders effective rapid response▪ Cross-organizational awareness of available resources and their readiness maintained by manual methods such as logs, whiteboards, faxes, emails—not easily viewable and updated by all parties simultaneously	<ul style="list-style-type: none">▪ Access to relevant information from various sources by HSIN provides additional reference material▪ HSIN's collaborative tools facilitate coordination of resources▪ Organizational status and readiness provided to all parties in a uniform and timely manner by HSIN

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Planning/Exercises	<ul style="list-style-type: none">▪ Difficulties in coordinating all affected organizations▪ Existing communication practices and methods limit effectiveness between fire, EMS, and police▪ At the local level, planning activities are improving with specialized teams (i.e., SWAT, HAZMAT, canine, EOD, and X-ray)▪ Mitigation plans developed independently.	<ul style="list-style-type: none">▪ HSIN's collaboration tools facilitate better communication and unified coordination▪ Access to real-time, relevant information (e.g., GIS, imagery) improves situational awareness, development of plans of action, and application of resources among organizations▪ Access to relevant information from sources external to the State and/or Region provides additional reference material and intelligence.▪ Response planning, both in and among agencies, is enhanced through use of unified collaboration services offered by HSIN
Notification	<ul style="list-style-type: none">▪ Many organizations have well developed notification mechanisms (email, pagers, radio, and phone)▪ Individual agencies technology limits the amount of information that can be disseminated▪ Cross-echelon notification methods are not consistent across all organizations	<ul style="list-style-type: none">▪ Alerting functions of HSIN allow more comprehensive information flow through all affected organizations▪ Status of deployed teams, commodities and alerts are posted simultaneously in real time with uniform information content on HSIN Portals
Mobilization	<ul style="list-style-type: none">▪ Adequate mechanisms in place to tap into available resources via established MOUs (Memoranda of Understanding) and ad-hoc procedures	<ul style="list-style-type: none">▪ HSIN's collaborative tools provide more Efficient and effective deployment of personnel and equipment.▪ EMAC organizations can use HSIN's situational awareness / COP to increase their preparedness to assist if required.
Consequence Management	<ul style="list-style-type: none">▪ Lack of event common operational picture▪ Internal communications: telephone, fax, email, and file transfer for information exchange.▪ Connection to organizations and agencies both inside and outside the State through phone, email, and fax	<ul style="list-style-type: none">▪ View existing conditions and status of assets in real-time consistently throughout the State, Region and nationally through situational awareness and COP capabilities▪ Real-time imagery and video of the incident site(s).▪ Enable greater standing and ad-hoc collaboration through instant messaging and group chat provided by Jabber.
Crisis Response	<ul style="list-style-type: none">▪ Well-defined system and organizational structure for crisis response▪ Extensive and coordinated phone, email, and radio communications for response management	<ul style="list-style-type: none">▪ Richer information-sharing capabilities provided by HSIN▪ GIS and other imagery provide a consistent picture of operational information to all echelons within the State (and external to the State)▪ HSIN's virtual team rooms facilitate secure information exchange, discussion, and planning

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

		<ul style="list-style-type: none">▪ Collaboration tools provide a directory of contacts▪ Common operational picture provided across the State and Region▪ Improved situational awareness provided by HSIN facilitates appropriate allocation and deployment of resources
--	--	--

Preparedness Phase (Static State or “Day-to-Day” Operations)

Prior to alert, activation, and deployment, personnel assigned to the FEMA and Other Federal Agency (OFA) Emergency Operations Cadre, national, regional, and field, will continue to perform assigned tasks commensurate with their non-emergency position descriptions and operate within their respective organization assignments.

The FEMA Operations Center (FOC) and the FEMA Alternate Operations Center (FAOC), and the respective OFA command, operations, and warning centers, will maintain comprehensive visibility on the readiness and alert status of FEMA and OFA personnel assigned to deployable FEMA emergency response teams. The respective FEMA and/or OFA cadre managers will maintain comprehensive visibility on the availability of cadre personnel eligible for emergency operations assignments and ensure that reserve cadre personnel are available to back-fill positions.

The FEMA National Response Coordination Center (NRCC) will maintain comprehensive situational awareness of and visibility on the readiness and operational status of all FEMA and OFA emergency response teams. The NRCC will maintain the capability to support the FOC and FAOC in executing an alert and activation of FEMA’s interagency emergency response operations cadre via an NRCC Warning Order or Operations Order.

Regional Directors and emergency operations response cadre managers will maintain concurrent visibility on all Region-specific emergency response operations personnel and ensure that the FOC, FAOC, and national-level emergency response operations cadre managers are apprised of the readiness status of these assets. Regional Director, through the Regional Response Coordination Center (RRCC) managers, will ensure the Region maintains the ability executing an alert and activation of FEMA’s emergency response operations cadre via an NRCC Warning Order or Operations Order or to independently execute an alert and activation of Regional emergency response operations cadres.

FEMA and other Federal agency (OFA) emergency response operations cadres (i.e., OFA personnel assigned to one or more of the fifteen Emergency Support Functions or a Coordination Group) will ensure that their Cadre Manager is apprised of their availability and readiness in a timely and accurate manner and ensure that they can be contacted and their status verified in the event of an alert and activation.

During the preparedness phase of planning and operations, FEMA and OFA partners will maintain visibility of and on their alert, activation, and deployment preparations. This includes verifying deployment rosters and checklists, checking fly away kits, and reviewing procedures.

In preparation for alert, activation, and deployment, FEMA and OFA emergency response operations cadre managers and Emergency Support Function (ESF) coordinators will:

- Develop and maintain a pre-deployment checklist covering tactical, medical, physical, legal, and personnel considerations. Where possible, the checklist should be updated often with specific requirements, including recommended or required immunizations, type of clothing, need for

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

specific credentials, tactical communications equipment, updated contact list, location of staging and billeting areas, etc.

- Maintain a current team roster, skill set list, and equipment list to ensure all team members have received appropriate training, possess the necessary equipment and skill-set, and are available for deployment.
- Maintain a complete fly away kit, test equipment, and replenish supplies.
- Identify administrative and logistical requirements for assigned and rostered personnel.
- Review contacts with Federal, State, regional, and local officials and private sector representatives.

Minimum Personnel Qualifications

Personnel deploying in support of Federal emergency response and recovery operations must meet minimum qualifications prior to deployment. Minimum qualifications will be established in the areas of training, security, and the ability to stay on site for an extended period of time. Personnel assigned emergency positions will have completed the following DHS-mandated courses:

- IS-100 Introduction To The Incident Command System
- IS-200 Basic Incident Command System
- IS-300 Intermediate Incident Command System
- IS-700 National Incident Management System (NIMS), An Introduction
- IS-800 The National Response Plan: An Introduction

Fly Away Kits

FEMA and its OFA partners are responsible for the development, acquisition, maintenance and deployment of appropriate fly away kits. These kits will contain appropriate manuals and plans, computer and communications equipment, office supplies and survival equipment. These fly away kits will not replace the requirement for individual agencies to provide their own fly away kits for their team members.

Personal Fly Away Kits

Individuals to be deployed should obtain the following personal items prior to deployment in sufficient quantity to support a potential 30-day deployment period.

- Sufficient clothing appropriate to seasonal weather conditions and expected work environment
- Sufficient prescription and, if necessary, written prescription refills; special medical information/requirements, if applicable
- Sufficient personal hygiene products, e.g., soap, deodorant, dental care, contact lens solution/supplies, etc.
- Personal health insurance identification, automobile insurance identification and driver's license
- Personal or business cell phone, PDA and pager as applicable, along with spare batteries and AC/DC (household current and car) chargers.
- US Government Travel Orders and Authorization
- US Government and/or private sector credentials and/or identification (i.e., badge or ID card)
- Classified Information Courier Documentation if applicable
- Flashlight

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Individuals to be deployed may choose to obtain the following discretionary personal items for consideration to augment their comfort and convenience.

- Battery, solar, or hand-powered radio equipped with NOAA weather-alert and extra batteries
- First aid kit with antiseptic, bandages, thermometer, scissors, tweezers, etc.
- Moist towelettes
- Re-sealable plastic bags
- Books/reading material
- Portable can opener if canned foods are anticipated in field operations
- Non-prescription drugs, e.g., pain reliever, antacid, insect replant, sunscreen, etc.
- Earplugs and reading light
- Items of significant/irreplaceable personal or property value are not recommended for deployment.

Professional Fly Away Kit

FEMA and its OFA partners will provide the following business/professional items as appropriate.

- Lockable briefcase
- Cellular Telephone
- Government Emergency Communications Service (GETS) card(s)
- US Government or communications sector PDA
- US Government or communications sector Pager
- US Government or communications sector laptop PC configured for compatibility with the FEMA LAN/WAN operational environment to which may include following items; blank CDs; blank diskettes; data memory “sticks”; system back-up CD; portable printer
- Mission-essential files, records and databases (e.g. logistics) on laptop hard drive and CD/DVD including formats, templates, reporting exemplars, etc.
- NRP SOP on CD
- Emergency Contacts directory
- Mission Assignment examples/templates
- Letter/memo authorizing assignment/succession roles and responsibilities
- Digital camera with accessories/software for damage assessments if applicable
- General office supplies as required, including department/agency/communications sector letterhead paper, notebooks, pens, pencils, highlighters, indelible markers, staplers, and calculator

Personal Affairs

The following personal affairs and preparations should be in order or completed prior to deployment.

- Identification of emergency point(s) of contact and next of kin
- Will and Executor of Will
- Power of Attorney
- Advance Medical Directive(s)
- Schedule of bills and creditor payments

Heightened Situational Awareness Phase

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 The purpose of the alert, activation, and deployment phases are to ensure that the President, the Assistant
2 to the President for Homeland Security and Counterterrorism (APHSCT) and the Homeland Security
3 Council (HSC), the Secretary of Homeland Security, and other senior U.S. Government officials receive
4 the most current and accurate situational awareness information concerning communications relevant to
5 emerging and potential threats.
6

7 Upon receipt of a US Department of Commerce’s National Oceanographic and Atmospheric
8 Administration, National Weather Service, National Hurricane Center/Tropical Prediction Center
9 (USDOC/NOAA/NWS/NHC/TPC) tropical advisory indicating the development of a potentially
10 damaging tropical event (i.e., tropical storm or hurricane), FEMA and its OFA partners will assume a
11 preparedness posture of heightened situational awareness.
12

13 During this period of heightened watch and situational awareness, the Federal emergency readiness
14 posture will be advanced and the US Government, through FEMA on behalf of DHS, will ensure that all
15 essential and uninterruptible functions can be performed and all related services be provided following
16 landfall.
17

18 Upon receipt of an NHC/TPC advisory indicating the development and emergence of a potential tropical
19 storm or hurricane posing a threat to the United States or its territories, the Director, FEMA, or his/her
20 designated senior official, on behalf of the Director, DHS Operations Support Directorate, will direct the
21 NRCC and OFA command, operations, and warning centers, to focus on and raise the situational
22 awareness and visibility posture on (a) the threat and (b) resource availability.
23

24 The NRCC and RRCCs, and their OFA counterparts, will review the readiness and deployment posture of
25 personnel and non-personnel resources in preparation to support of active and sustainable field response
26 and recovery operation, ensure US Government financial and acquisition personnel and systems are
27 brought to and maintained at the highest state of readiness, and establish and maintain required
28 communication and coordination links with OFA representatives to ensure optimal situational awareness,
29 resource visibility, and the expected mission and objectives.
30

31 During the heightened situational awareness phase, FEMA and OFA partners will:
32

- 33 • Initiate, through the NRCC, a requirement for all OFA partners to assume a heightened state of
34 situational awareness;
35
- 36 • Review and validate internal and interagency senior officials’ “playbooks” and “checklists;”
37
- 38 • Review and validate internal and interagency Essential Elements of Information (EEIs),
39 information collection strategies and methodologies, and related information collection resources
40 decision points;
41
- 42 • Review and validate internal and interagency initial actions checklists;
43
- 44 • Review and validate internal and interagency reporting requirements;
45
- 46 • Initiate enhanced visibility on and of deployable personnel and resources and preparatory action
47 planning activities;
48
- 49 • Ensures pre-scripted activation Mission Assignments (PSMAs) and existing interagency and
50 contractual vehicles are available for rapid implementation and execution;
51
- 52 • Review emergency personnel rosters and related tables of organization (teams) and equipment in
53 support of active and sustainable field response and recovery operation;
54

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- 1 • Ensure financial and acquisition personnel and systems are brought to and maintained at the
2 highest state of readiness;
3
- 4 • Establish and maintain required communication and coordination links with OFAs and
5 appropriate State counterparts.
6
- 7 • Initiate video teleconferences and other conference calls within the emergency management
8 community concerning the situation, mission, and objectives;
9
- 10 • Establish and maintain additional lines of communication and coordination with non-located
11 command and control entities (e.g., Homeland Security Operations Center, White House
12 Situation Room, Homeland Security Council);
13
- 14 • Identify, and deploy if directed, qualified representatives, authorized to coordinate and make
15 decisions, to multi-agency and multi-jurisdictional groups such as the ESF Leadership Group and
16 Interagency Incident Management Group;
17
- 18 • Ensure senior managers are provided with valid and operational Government Emergency
19 Telecommunications System, (GETS) accounts and cards for their landline and cellular
20 telephones and that all appropriate interagency Telecommunications Service Priorities (TSP) and
21 Wireless Service Priorities (WSP) actions are coordinated with and ready for immediate post-
22 incident implementation and execution;
23
- 24 • Direct rostered team personnel to prepare their personal and job-related fly away kits and review
25 all deployment requirements, procedures and practices and review alert, activation, and
26 deployment standard operating procedures, practices, and protocols;
27
- 28 • Initiate tests of emergency contact communications and cascading call-down lists;
29
- 30 • Initiate incident-specific information and data collection, analysis, and assessment based on
31 available quantitative data and derived from the Hurricane Incident Collection Plan (ICP); and
32
- 33 • Perform pre-impact analysis of the likely consequences (i.e., damage and needs'
34 assessments) on the geography, demographics and population, and critical infrastructures.
35
 - 36 ○ An initial impact analysis provides a view of potential impacts in the widest possible
37 impact area based on generic models. Analyses are to be completed approximately 72
38 and 48 hours prior to a major hurricane or tropical storm making landfall in the United
39 States or its territories.
40
 - 41 ○ A second, more detailed impact analysis 24 hours prior to an event that further defines
42 the impact area based on detailed models. This analysis is refined on a 12, 8, and 4-hour
43 basis, as determined by updated data.
44
 - 45 ○ These analyses include high-level and detailed information that is then distributed to the
46 appropriate Federal, State, local, Tribal, and private sector partners and customers.
47
 - 48 ■ The majority of this analysis is derived from publicly available data, and
49 therefore needs service provider input to validate the findings.
 - 50
 - 51 ■ Reports display this data in a map-based, GIS format along with text
52 descriptions, listings, or legends.
53

Phase I – Alert, Activation, and Deployment

The purpose of the alert, activation, and deployment phases are to ensure that the President, the APHSCT and HSC, the Secretary of Homeland Security, and other senior US Government officials are able to mobilize, generate, and deploy a highly capable, incident-specific, and interagency Federal response and recovery task force to support State, local, Tribal, and private sector partners in saving lives, protecting property, and stabilizing critical infrastructure..

During the alert, activation, and deployment phases, FEMA ensures that it and its OFA partners can deploy personnel and assets to and operate from austere field facilities to support State, local, Tribal, and private sector partners in saving lives, protecting property, and stabilizing and restoring minimal functionality to critical infrastructures.

Alert

This phase commences with the formal alert to the US Government's Federal Executive Branch emergency management community and its State, local, Tribal, and private sector partners by FEMA, via the FEMA Operations Center (FOC) and/or FEMA Alternate Operations Center (FAOC) to be prepared to activate and deploy at a specific time and be ready to deploy within 12 hours in support of a major hurricane or tropical storm making landfall in the United States or its territories.

Following the receipt of a FEMA notification to assume an alert posture, the participating ESF Coordinators will issue an alert notification to their primary and support ESF departments, agencies, team personnel, and support sector staff directing them to concurrently assume an alert status in preparation for possible activation of personnel and assets.

The following activities are conducted during the alert and notification phase.

- The ESF Coordinators, pursuant to the instructions provided by FEMA, will issue detailed, ESF-specific instructions to ESF personnel and facilities now on alert directing them to undertake incident-specific planning and operational actions in preparation for a Mission Assignment activating their ESF.
- National and regional ESF personnel receiving an Alert message from the FOC and/or FAOC will expeditiously acknowledge receipt based on directions in the message.
- Activated personnel and facilities are to assume the designated alert posture immediately upon receipt of the alert notification and be ready to deploy or receive and support a deployment within 12 hours.
- Determine information collection and reporting requirements established and validated during the preparedness and heightened situational awareness phases.

The receipt of an alert notification does not authorize activation or deployment activities and does not equate to a Mission Assignment activating the ESF. The receipt of an alert message does not authorize reimbursement under either the FEMA Surge Account or the Fund Code 6 Disaster Relief Fund (DRF).

FEMA expects that the US Department of Commerce's National Oceanographic and Atmospheric Administration, National Weather Service, National Hurricane Center/Tropical Prediction Center (USDOC/NOAA/NWS/NHC/TPC) will initiate the dissemination of tropical warning statements no-later-than 144-168 hours (6-7 days) prior to a tropical storm, or hurricane, making landfall in the United States or its territories.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 Upon receipt of an NHC/TPC tropical advisory, the FEMA NRCC will initiate sustained production of a
2 tailored NRCC Tropical Advisory. This product (two to four per day) will be disseminated in parallel
3 with NHC/TPC products and contain readiness and preparedness information pertaining to Federal, State,
4 local, and Tribal partners as well as information addressing pre-landfall preparations. These NRCC
5 Tropical Advisories will continue until the NHC/TPC formally terminates the active status of the tropical
6 system.

7
8 Cadre Managers, upon receipt of the initial NRCC Tropical Advisory (D-7 or D-6), will initiate a review
9 of the readiness of their respective cadre rosters. Cadre Managers will ensure that all critical positions are
10 staffed with qualified personnel available for deployment and that reserve cadre personnel are available to
11 back-fill and/or relieve personnel unable to deploy or who are otherwise engaged and unavailable for
12 activation and deployment. Cadre Managers will advise the FOC and FAOC of the status of the cadre
13 rosters. ESF Coordinators will initiate similar activities on behalf of their ESFs and their primary and
14 support agencies.

15
16 At this time, the Logistics organization will be undertaking the following actions:

- 17
18 • Activates the FEMA Logistics Response Coordination Center (LRCC) to monitor Logistics
19 activity
20 • Review and update all Logistics plans with affected Region(s)
21 • Initiate daily coordination conference call with Logistics partners.
22 • Establish & confirm “Execution” Time-Line
23 • Determine & identify Shortfall (s) & Limiting Factor(s)
24 • Develop mitigating action(s) against shortfalls/limiting factors
25 • Confirm MERS Detachment status
26 • Request “Surge” Funding for activation of Logistics Activities.
27 • Request activation of ESF # 1 (Transportation) & Emergency Transportation Center (ET) in
28 Atlanta.
29 • Source and acquire transportation resources
30 • Identify Mobilization Centers (MOB Centers) and Forward Operating Staging Area (FOSA) sites
31 • Coordinate shipment priorities of resources
32 • Coordinate with affected Region and OFA partners to identify, notify, and deploy MOB Center
33 and FOSA Team(s) from the multi-agency pool trained to manage and operate these sites.
34 • Identify & Fill all Logistics Staffing Requirements.
35 • Monitor weather/storm path
36

37 At D-5, 120 hours before projected landfall, the FEMA NRCC will issue an NRCC Advisory or Warning
38 Order detailing the readiness posture and status of national and regional assets. Personnel and teams
39 designated as “on call” for the period will be directed to ensure that all preparations pertaining to alert,
40 activation, and deployment are completed and that personnel could be placed in an alert or activated
41 status. The FOC and/or FAOC will disseminate a Dialogic *Communicator!* Message to all cadre
42 personnel advising them of these preparatory actions. Cadre personnel will subsequently respond as
43 directed by the FOC and/or FAOC.
44

45 At D-5, the NRCC at FEMA HQ will initiate daily video teleconferences (VTC) with the National
46 Hurricane Center (NHC) to identify the projected hurricane track and landfall to establish initial response
47 requirements. Other actions that will be taken at D-5 include following:
48

- 49 • Joint Video-teleconference (VTC) between HQs elements, Hurricane Liaison Team (HLT),
50 Regions and States
51 • Projected path established by National Weather Service – National Hurricane Center

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- FEMA establishes Surge Account
- Execute appropriate Pre-scripted Mission Assignments (PSMA)
- Activate FIRST
- Coordinate with the Secretary's Deployable Situational Awareness Team (DSAT)
- Activate ERT-A
- ERT-N put on alert (Category 3 or above)
- Initial staffing of RRCC & NRCC and activation of ESFs
- Execute staffing of all commodity and team positions
- Activate logistics infrastructure
- Issue Operations Order to include identification of Mobilization Centers and Staging Areas
- Initiate Initial Action Plan (IAP)
- Start moving resources
- Pre-landfall geo-spatial imaging initiated
- The RRCC and NRCC will start populating the Operational Matrix Tool (OMT) with tasks identified by the senior leadership for the response.
- The NRCC will initiate the posting of coordinated tasks to the Homeland Security Information Network (HSIN) to coordinate Federal/State/Local information sharing and the development of a Common Operational Picture (COP) for response operations.
- The Logistics Branch and Section will coordinate with FEMA response teams to identify required all field support as required for response operations.

The Director, Response Division will, at D-5, alert, activate, and deploy the FEMA Hurricane Liaison Team (HLT). The HLT will deploy to the NHC/TPC to coordinate projected Federal preparedness and response plans and operations scaleable to (a) the NHC/TPC forecast and (b) local and State requirements.

The Logistics Branch will, at D-5 (120 hours), request US Army Corps of Engineers (USACE) predicative modeling data to formulate commodity requirements and in coordination with the affected FEMA Region(s) implement Pre-positioning and Staging Plans. Ensure that transportation resources are sufficient to support the FOSA and other pre-positioning sites. Logistics staff implements steps to monitor the logistics pipe-line (supply chain) to confirm transportation requirements for movement of commodity and equipment resources and the National Disaster Medical System (NDMS) teams and National Urban Search and Rescue (US&R) Task Forces and equipment caches, including pharmaceuticals. Based on recommendations from the affected Region(s) the Logistics Director will deploy one or more MERS Detachment(s).

No-later-than D-4, 96 hours before projected landfall, the Director, FEMA, or his/her designated senior official (i.e., Chief of Staff, Response Division Director, or Recovery Division Director) will direct the NRCC to activate the Emergency Support Functions Leadership Group (ESFLG) via the FOC and/or FAOC. The activated ESFLG will be directed to report to FEMA HQ (NRCC Conference Room, M-11) to participate in a joint video teleconference with the following entities to receive a threat briefing from the NHC/TPC and to participate in an interagency, multi-jurisdictional discussion addressing preparedness and response plans, operations, and milestones:

- NHC/TPC
- FEMA Region(s)
- State Emergency Operations Center(s)
- Northern Command
- Department of Homeland Security

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 These video teleconferences will be conducted daily at a time, or times, established by the FEMA
2 Director, or designated senior official, regardless of the activation of the NRCC.

3
4 The Director, FEMA, or his/her designated senior official, may choose to alert and activate the NRCC at
5 Level III at D-4 following the ESFLG video teleconference or at D-3. The activation of the NRCC will
6 likely follow the activation of the respective RRCC and on-call Emergency Response Team-Advanced
7 (ERT-A) by the appropriate Regional Director after prior coordination with the threatened State(s).
8 Activation of the RRCC and ERT-A will include the deployment of FEMA Liaison Officers (LNOs) to
9 the threatened State Emergency Operations Centers (EOC) and may include the deployment of the ERT-
10 A Management Team.

11
12 Concurrently, FEMA Headquarters Logistics will provide staff to the NRCC Logistics Section for Level
13 III operations, as required, and the Director of Logistics may recommend that the LRCC be brought to
14 LEVEL II activation for 24/7 support. At the same time, staff at the FEMA Logistics Centers are put on
15 alert for 24/7 operations and designated MOB Center staff is deployed to selected sites to begin receipt of
16 response commodities for first 72-hours or support operations. Depending on the incident, the preferred
17 MOB Center site will be a FEMA Logistics Center.

18
19 In addition, at D-4, the following actions will be accomplished:

- 20
21
- 22 • On-going VTCs with HLT for updated hurricane track projection
 - 23 • JFO staff (ERT-A with support from deployed FIRST) will be deployed to selected field locations
 - 24 • If directed by DHS, the PFO and PFO Support Team will be deployed to operate with the DSAT
(deployed at D-5)
 - 25 • The ERT-A Team Leader, will prepare to assume FCO responsibilities in the event a declaration
26 is received
 - 27 • The ERT-A will coordinate with State and local counterparts to identify County Liaison
28 representatives
 - 29 • The ERT-A Logistics Section, in coordination with State, local, and nongovernmental partners,
30 will assist with developing a coordinated Commodity Distribution Plan for first 72 hours
 - 31 • All activated teams will review and ensure appropriate Pre-Scripted Mission Assignments have
32 been executed
 - 33 • The FEMA Logistics Branch will Mobilization Centers and initiate distribution of commodities
34 and supplies to same
- 35

36 At D-3, 72 hours before projected landfall, the FEMA NRCC will issue an NRCC Operations Order
37 directing the activation of the NRCC, including the Movement Coordination Center (MCC), the Logistics
38 Response Center (LRC), the Mapping Analysis Center (MAC), and the Air Operations Branch (AOB), at
39 Level III. The FOC and/or FAOC will disseminate a Dialogic *Communicator!* Message to all NRCC
40 personnel advising them of the activation. Cadre personnel will subsequently respond as directed by the
41 FOC and/or FAOC.

42
43 The NRCC, through the FOC and/or FAOC, will issue additional detailed alert, activation, and
44 deployment instructions to emergency response operations personnel and facilities directing them to
45 undertake incident-specific planning and operational actions. In addition, specific reporting requirements
46 will concurrently be issued.

47
48 At D-3, these instructions will ensure that the following actions will be accomplished:

- 49
- 50 • The designated PFO, FCO, and DCO, as appropriate, and other senior Federal officials if
51 applicable will establish the JFO Coordination Group which will include the State Coordinating
52 Officer

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- The lead ESFs will execute their inherent responsibilities and Mission Assignments in accordance with the instructions of the established JFO Coordination Group
- Voice and data communications infrastructure tests will be conducted to include testing HSIN connectivity and protocols for COP
- County LNOs will be deployed as appropriate

The NRCC Warning and/or Operations Order will also include, if not already accomplished by earlier orders and/or instructions, the alert, activation, and deployment of the following FEMA assets:

- RRCCs
 - The Regional Director (RD) will activate the RRCC and Regional Support Team (RST) and alert, activate, and deploy Regional LNOs to the SEOCs and the ERT-A Management Team to the SEOC. The RD will direct the remainder of the ERT-A to be prepared for deployment.
- National Disaster Medical System (NDMS) and Mission Support Teams (MSTs)
- National Urban Search and Rescue (US&R) Task Forces and Incident Support Teams (ISTs)
- Mobile Emergency Response Support Detachments (MERS)
- Federal Incident Response Support Teams (FIRST)
 - Preliminary Damage Assessment (PDA) Teams\
 - Rapid Needs Assessment (RNA) Teams
 - Field Communications Teams (FCTs)
- FEMA Logistics Centers' Management Teams
 - Mobilization Center Management Teams
 - Federal Logistics Staging Area Management Teams
 - Federal Operational Staging Area Management Teams
 - Point of Distribution System (PODS) Liaison Officers (LNOs)
- Additional FEMA LNOs to the Homeland Security Operations Center (HSOC) to provide 24/7 coverage
- FEMA LNOs to the Interagency Incident Management Group (IIMG)

Changes in the activation and/or operational status of the NRCC, including increasing staffing and operational capabilities to Levels II and I, will be accomplished through follow-on NRCC Operations Orders.

Logistics initiates actions in accordance these instruction and with pre-positioning and incident action plans to immediately deploy life-saving and life-sustaining commodities to designated MOB Centers:

- Water
- Ice
- Emergency meals
- Tarps and plastic sheeting
- Generators
- Personal hygiene kits

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Cot and blankets
- Tents

Containerized life-sustaining resources are deployed to MOB Center for forward deployment as required to designated sites. Pre-positioning and incident plans are adjusted to ensure that resources equal or exceed projected requirements included in the predicative modeling. Potential sites for establishing Base Camp to support for Federal Responders are also identified in coordination with the affected Region(s).

At D-2, 48 hours before projected landfall, the FEMA Director, or his/her designated senior official, will increase the staffing level and operational capability of the NRCC to Level I and direct initiation and sustainment of 24/7 operations by all ESFs and LNOs to the NRCC Coordination Group (formerly the command staff). At D-2, all preparatory actions will be completed at the national and regional levels and all deployable assets staged to pre-landfall locations outside the threat envelope in preparation for the initiation of immediate post-landfall ingress into the theater of operations.

NRCC Logistics and the LRCC will confirm readiness of MOB Center to manage requirements to FOSA. MOB Center and FOSA staffs will develop Operational Planning Worksheet (FF-215) to capture status of resources for 24-72 hour operations cycle and finalize initial support action plan.

At D-2, the following actions will be accomplished:

- Designated County LNOs will in place
- The USACE/ESF # 3 Debris Management Strategy will be completed
- The combined FEMA-USACE/ESF # 3 list of the initial 50 generators will be completed
- The critical infrastructures will be identified and generator installation plans and immediate first responder communications connectivity plans developed
- Based upon appropriate assumptions and simulated data, an initial RNA plan, with resource requirements, will be in place
- Teams will develop initial mission performance metrics
- A comprehensive contracting strategy will be developed and published
- ESF # 15 will develop and publish a Public Information Plan through the Joint Information Center (JIC)
- The JFO Planning Section will develop and publish an Incident Action Plan (IAP) for the established Operating Period (OPERIOD)

At D-1, in addition to the actions taken at the HSOC, the NRCC, and the cognizant RRCCs, the following operational actions will be initiated and completed:

- In accordance with the debris management strategy, a debris removal plan will be drafted, coordinated, and published
- In accordance with the contracting strategy, a contracting plan will drafted, coordinated, and published
- The In-theater Mobilization Centers and Staging Centers will be fully staffed to distribute the in-place commodities and supplies
- All field emergency response teams, including US&R Task Forces and NDMS Teams, are in their designated location and prepared to execute their assigned missions
- Site-specific contingency plans, to include specific ESF/department and agency plans will be in place and ready for execution when necessary and directed.

At D-1, 24 hours before projected landfall, the FEMA NRCC will issue a Warning Order directing all national and regional assets not on alert or activated to assume a heightened preparedness posture and assume an advisory, “on call” readiness posture. These assets will maintain this posture until released or

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Deadline for comments – May 15, 2006

1 until directed to activate and deploy in response another incident requiring Federal response or until
2 directed to relieve assets already engaged in response operations.
3

4 NRCC Logistics and the LRCC will validate the status of all resources in the pipe line/supply chain and a
5 determination is made on altering delivery times until after impact. Based on latest storm track and
6 intensity, adjustments are developed for changing resource requirements. To evaluate generator assets, a
7 power grid map is requested from ESF#12-Energy to determine the number of structures in the impact
8 area.
9

10 At landfall, consistent with all appropriate safety and security requirements, all Federal assets will be
11 directed to enter the theater of operations and commence response operations consistent with the
12 December 2004, National Response Plan and supportive of the Federal Incident Action Plan (IAP)
13 supporting the Incident Command and the unified Federal, State, local, Tribal, and private sector
14 command.
15

16 **Activation**
17

18 Following the receipt of an approved Mission Assignment activating the NRCC, ESFs, and other Federal
19 assets, activated team members and their associated equipment suites and caches will deploy to their
20 designated field facilities as directed within 12 hours. Private sector representatives will be notified by
21 their ESF Coordinators that an activation order has been issued.
22

23 The receipt of a Mission Assignment activating the NRCC, ESFs, and other components authorizes the
24 deployment of personnel and assets, and provides for the possibility, but not the guarantee of (per HSPD-
25 5), for reimbursement for travel costs (i.e., transportation, billeting, and meals and incidental expenses)
26 and disaster-related overtime under the FEMA Surge Account or the Fund Code 6 DRF.
27

28 The following activities are conducted during the activation phase.
29

- 30 • The FEMA NRCC, via the FOC and/or FAOC, will issue specific instructions to activated ESF
31 personnel and facilities directing them to initiate initial planning and operational actions in
32 support of sustained response and recovery operations, consistent with NIMS, under the NRP.
33
- 34 • Initiate information collection and reporting and submit an initial operating report upon (a)
35 deployment and (b) assumption of initial operating capability at the deployed location.
36
- 37 • Expeditiously acknowledge receipt of the activation order per directions in the message.
38
- 39 • In coordination with the RRCC, NRCC Logistics and the LRCC may request the activation of
40 specific ESFs (# 1; # 3; and DOD) required to support the advance pre-positioning and staging
41 plans.
42

43 **Deployment**
44

45 When landfall of a major hurricane or tropical storm, by definition a candidate Incident of National
46 Significance, occurs or is imminent, FEMA will notify the appropriate OFA response components if and
47 when they can deploy under a Mission Assignment.
48

49 When notified, the ESF Coordinators, primary and support agencies, and supporting facilities will need to
50 rapidly decide on the initial level of their deployment to include whether a rapid advance deployment is
51 needed (e.g., ERT-A), which teams will be sent where and when, who will lead the teams, what
52 membership in the teams will be required, and to where and when fly away kits need to be sent.
53

54 To facilitate these decisions:

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- The Manager, NRCC, in coordination and collaboration with the HSOC and IIMG, will immediately propose expanding the Federal presence in theater upon receipt of (a) the results of the joint Federal-State preliminary damage assessments and (b) the known and projected life-saving, life-sustaining, and infrastructure stabilization requirements developed jointly by the State and Federal liaison officers.
- Continue daily planning and operational video teleconferences and teleconference calls with Federal, State, local, Tribal, and private sector counterparts to (a) sustain comprehensive situational awareness, (b) comprehend damage and needs' assessments, (c) maintain visibility on personnel, facilities, commodities, and actions, and (d) develop doable, flexible, and achievable courses of action for response and recovery.
- Coordinate all deployment action planning and initial actions with the on-scene Senior Federal Representative to the unified Federal, State, local, Tribal, and private sector command.

Certain incidents may require the deployment of an advance core team to the region to assess immediate response and recovery requirements, secure housing and other critical resources for deployed staff, and conduct preliminary impact and resource availability and access analyses.

Once the advance team identifies the requirements and support capabilities in the theater of operations and ensures that basic resources, including billeting and life support provisions are available, additional staff, and resources can be deployed to augment response operations in the field.

During the course of the response effort, the number of deployed Federal personnel may be increased or decreased as the situation warrants.

Following the receipt of a valid FEMA message announcing the issuance of an approved Mission Assignment activating a Federal response and recovery capability, personnel will deploy in accordance with internal department, agency, or sector SOP, or as directed by the Mission Assignment activating them.

Activated personnel and facilities will be prepared to commence operations pursuant to, and consistent with, NIMS, the NRP, the Incident Action Plan (IAP), and applicable SOPs, at the time and place specified in the FEMA Operations Order.

The following activities are conducted during the deployment phase.

- Activated personnel will deploy within 6 hours with their personal and mission fly away kits for up to 30 days without relief. Facilities will be ready to receive and support deployed personnel with 6 hours.
- Upon reporting to the facility designated in the FEMA Operations Order, all personnel will be assigned, in accordance with their qualifications and roster designation, to one of five (5) sections as defined by the Incident Command System (ICS):
 - Command Section
 - Coordination Group
 - Command Staff LNOs
 - Operations Section
 - Emergency Services Branch
 - Human Services Branch

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Infrastructure Support Branch
- Operations Support Branch
- Logistics Section
 - Services Branch
 - Support Branch
- Planning Section
 - Situation Unit
 - Documentation Unit
 - Resource Unit
 - Demobilization Unit
 - Technical Unit
- Finance and Administration Section
 - Time Unit
 - Procurement Unit
 - Cost Unit
 - Compensation/Claims Unit
- Deployed personnel make their own billeting and ground transportation arrangements prior to or immediately subsequent to deployment. In the event that billeting and ground transportation resources are at capacity or are severely limited, the deployed personnel contact the JFO's Logistics Section for assistance. A Billeting Officer will be deployed to facilitate locating and securing lodging.
- In a catastrophic environment where commercial billeting is at capacity or severely damaged, FEMA may provide deployed personnel with billeting and food services at the JFO and/or base camps maintained under a Mission Assignment through ESF # 4, Firefighting.
- Activated personnel are to be deployed in accordance with internal department, agency, or sector SOPs and prepared to commence operations pursuant to, and consistent with, NIMS, the NRP, the IAP, and appropriate, pertinent, and applicable SOPs and field operations guides (FOGs).
- Activated personnel will notify FEMA's Automated Deployment Database (ADD) at 1-888-853-9648. In addition, activated personnel will adhere to all internal department, agency, or sector SOPs regarding temporary additional duty and official travel.
- MOB Center and FOSA staff may be initially be deployed to the RRCC or a Logistics Centers to await final decision on MOB Center and FOSA sites.

Phase II – Sustained Response and Recovery Operations

Sustained response and recovery operations under the Robert T. Stafford Disaster Relief and Emergency Assistance Act will not commence until the President has declared a major emergency or an Incident of National Significance under Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents.

During the Response and Recovery phase, FEMA, on behalf of the Secretary of Homeland Security (SecHS) and the Department of Homeland Security (DHS) will coordinate Federal actions to provide the

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

required capabilities to save lives, protect property, and stabilize and restore minimal functionality to critical infrastructures.

Until such time, FEMA and partner OFAs will operate under the rubrics of their inherent and organic authorities, funded by the Surge Account, in order to pre-position personnel and resources in locations favorable to providing timely and efficient access to the theater of operations.

Once an emergency declaration has been made under the Stafford Act, FEMA and its OFA partners will enter the theater of operations and commence providing 24/7 support to affected local and State authorities to save lives, protect property, and stabilize critical infrastructures (Individual Assistance, Public Assistance, and Hazard Mitigation). These operations will be funded under the Disaster Relief Fund and will include:

- Federal Operations Support (FOS):
 - Any type of support to Federal responders
 - 100% Federally funded
 - Before or after declaration
- Technical Assistance (TA):
 - TA for expertise advice
 - 100 % Federally funded
 - Eligible after declaration
- Direct Federal Assistance (DFA):
 - For goods and services beyond the State's capability to provide
 - Functions normally under State/local purview
 - Requested by State; subject to cost-share
 - Eligible only after declaration

Emergency response operations personnel assigned to Federal response and recovery operations will operate under their respective Senior Federal Official (SFO) and his/her chain of command within the April 2004 National Incident Management System (NIMS).

During sustained response and recovery, activated personnel and facilities will maintain comprehensive situational awareness of the common national-level domestic operating picture as well as the specific incident or incidents in order for them to make informed operational employment and resource allocation decisions.

Logistics Plan of Action and Milestones Supporting Sustained Response and Recovery Operations

BOB ET AL: RECOMMEND INSERTING LOGISTICS "FLOW CHART OF ACTIONS" HERE IN ITS ENTIRETY. I DO NOT KNOW ENOUGH ABOUT WORD TO WORK IT IN ...

Initial Actions

- In Accordance With (IAW) the draft May 2006 Hurricane Initial Actions Checklist which will supersede the Hurricane Initial Actions Checklist, 9340.1DP, dated August 27, 2002.
- Elements of Essential Information (EEI) will be collected IAW the undated Hurricane Information Collection Plan.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Mission Assignments:

- All non-DHS response and recovery operations will be accomplished through the Mission Assignment System and Process.
 - A Mission Assignment (MA) is a work order issued by FEMA to a Federal department or agency directing completion of a specific task, and citing funding, other managerial controls, and guidance given in anticipation of, or response to a Presidential declaration of a major disaster or emergency.
 - There are three (3) types of Mission Assignments
 - Federal Operations Support (FOS):
 - Any type of support to Federal responders
 - 100% Federally funded
 - Before or after the approval of a declaration
 - Federal-to-Federal
 - Technical Assistance (TA):
 - TA for expertise advice
 - 100 % Federally funded
 - Eligible after approval of a declaration
 - Direct Federal Assistance (DFA):
 - For goods and services beyond the State's capability to provide
 - Functions normally under State/local purview
 - Requested by State; subject to cost-share
 - Eligible only after the approval of a declaration
 - Reimbursable Costs
 - Eligible Costs
 - Permanent Federal agency personnel: Overtime, travel, per diem
 - Temporary personnel: Wages, travel, per diem
 - Costs paid from trusts, revolving funds, etc.
 - Costs of contracts and materials, equipment from agency's regular stock
 - Non-Reimbursable Costs
 - Non-Eligible Costs
 - Work performed by an agency under their own authority
 - Repairs to OFA facilities
 - Litigation costs
 - PFT regular salaries, benefits, and indirect costs (i.e., sick time, cash awards)
 - Although a variety of sources can identify needs for Federal assistance via the State Emergency Operations Center (SEOC), all Mission Assignments issued during the 2006 hurricane season must be requested by the State Emergency Manager and/or SEOC and

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

will require a Presidential declaration (specifies cost share and waivers) and a FEMA-State agreement (assurances from State).

- All official requests pertaining to the issuance of a Mission Assignment should be made to FEMA via the Action Request Form (ARF) assembled at the SEOC.
- All Mission Assignments for response commodities ---water, ice and meals--- are processed through the NRCC Logistics Section.
- Upon receipt in the JFO or NRCC, the Operations Section Chief will:
 - Review the ARF
 - Determine eligibility under Stafford Act
 - Determine if the requirements is beyond State and local capabilities
 - Determine if the requirements involves permanent restorative work
 - Determine if there is existing other Federal agency authority
 - The Operations Section Chief will then coordinates with Logistics to determine if the request for support can be met through FEMA via internal FEMA Supply or Purchase or Contract.
 - If the requirement cannot be satisfied internally, the ARF is routed to the appropriate Branch Chief to work with Other Federal Agency (OFA) to prepare a Statement of Work (SOW), the independent government cost estimate, and the start and completion dates.
 - The draft Mission Assignment is then reviewed by the Operations Section Chief for content, cost, and schedule
 - The Mission Assignment is signed by the cognizant Mission Assignment Coordinator (MAC), the Project Officer (PO), the State Approving Official (SAO) for TA and DFA, and the responsible Federal Approving Official.
 - The Comptroller certifies and obligates funds and forwards the now-obligated Mission Assignment to the Disaster Finance Center for payment.
- Mission Assignment Execution:
 - The tasked Lead Agency will:
 - Commence work on satisfying the task and may subtask support agencies or contract with vendors
 - The tasked OFA Action Officer (AO) will track the progress and document all expenditures, coordinate with FEMA's Project Officer (PO), and submit two reports to PO: a work progress report and a financial status report.
 - The FEMA PO and tasked OFA AO coordinate and monitor the Mission Assignment from issuance to close out.
 - The FEMA MAC reviews the Mission Assignment with the PO and amends the Mission Assignment as necessary.
 - The FEMA Comptroller tracks the financial status of the Mission Assignment.
- During the Stand Down Phase (Deactivation and Demobilization):
 - The Senior Federal Official and ESFs will coordinate "standing down" for possible release following receipt of a termination, recall, and reconstitution Operations Order.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- When directed, deactivation and demobilization will occur for designated personnel and facilities.
- The cognizant Federal authorities will establish long-term OFA Points of Contact (POC) for managing and closing out the Mission Assignment. The POCs will include both finance and program POCs and their name, telephone number, fax number, and e-mail.
- Exit interviews with ESFs will be conducted.
- Billing and Reimbursement & Close-out
 - The support OFA bills are reviewed by lead agency and paid by FEMA from lead agency's obligation.
 - The lead and other agencies with direct Mission Assignments will bill FEMA for costs incurred.
 - The MAC/PO/FAO will review the work and approves payment.
 - The OFA submits the final bill.
 - The FEMA DFC will review and validate, and if necessary negotiate corrections, the submitted bills and will, upon resolution of all outstanding issues, reimburse the OFA.
 - The remaining funds are deobligated and the Mission Assignment files are closed.
 - The State is billed for the cost share
- Pre-scripted Mission Assignments (PSMAs)
 - Developed to facilitate rapid response and standardize mission assignments.
 - Mission statement (Statement of Work) and dollar amount (Independent Government Cost Estimate) will serve as general guideline or template

The Stafford Act requires that: "All requests for a declaration by the President that a major disaster exists shall be made by the Governor [chief executive] of the affected State." A State also includes the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Northern Mariana Islands. The Marshall Islands and Micronesia are also eligible to request a declaration and receive assistance.

The Governor's request is made through the cognizant Regional FEMA office. State and Federal officials conduct a preliminary damage assessment (PDA) to estimate the extent of the disaster and its impact on individuals and public facilities. This information is included in the Governor's request to show that the disaster is of such severity and magnitude that effective response is beyond the capabilities of the State and the local governments and that Federal assistance is necessary. Normally, the PDA is completed prior to the submission of the Governor's request. However, when an obviously severe or catastrophic event occurs, the Governor's request may be submitted prior to the PDA. Nonetheless, the Governor must still make the request.

As part of the request, the Governor must note that the State's emergency plan has been implemented. The Governor shall furnish information on the nature and amount of State and local resources that have been or will be committed to alleviating the results of the disaster. The Governor will need to certify that, for the current disaster, State and local government obligations and expenditures (of which State commitments must be a significant proportion) will comply with all applicable cost-sharing requirements.

Based on the Governor's request, the President may declare that a major disaster or emergency exists, thus activating an array of Federal programs to assist in the response and recovery effort.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 Assistance Available (Not all programs, however, are activated for every disaster. The determination of
2 which programs are activated is based on the needs found during damage assessment and any subsequent
3 information that may be discovered.) FEMA disaster assistance falls into three general categories:
4

- 5 • Individual Assistance: Aid to individuals, families and business owners
6
 - 7 ○ Housing Assistance
 - 8 ○ Referrals to the Small Business Administration for low-interest loans
 - 9 ○ Other Needs Assistance
 - 10 ○ Crisis Counseling
 - 11 ○ Disaster Unemployment Assistance
 - 12 ○ Legal Aid
 - 13 ○ Volunteer agency coordination
 - 14
- 15 • Public Assistance: Aid to public (and certain private non-profit) entities for certain emergency
16 services and the repair or replacement of disaster-damaged public facilities
17
 - 18 ○ Category A: Debris removal
 - 19 ○ Category B: Emergency protective measures
 - 20 ○ Category C: Road systems and bridges
 - 21 ○ Category D: Water control facilities
 - 22 ○ Category E: Public buildings and contents
 - 23 ○ Category F: Public utilities
 - 24 ○ Category G: Parks, recreational, and other public access facilities
- 25 • Hazard Mitigation Assistance: Funding for measures designed to reduce future losses to public
26 and private property
27
 - 28 ○ National Flood Insurance Program
 - 29 ○ National Dam Safety Program
 - 30 ○ National Earthquake Hazards Reduction Program
 - 31 ○ National Hurricane Program
 - 32 ○ Environment and Historic Preservation Program
 - 33 ○ Pre-Disaster Mitigation Grant Programs
 - 34 ○ Tornado Safe Rooms
 - 35 ○ Multi-Hazard Flood Map Modernization Program
 - 36

37 During the initial response and recovery phases, FEMA and its OFA, State, local, Tribal, and private
38 sector partners will emphasize Mission Assignments capable of supplementing on-scene, in-theater
39 capabilities for implementing and ensuring:
40

- 41 1. Life-Saving
42
 - 43 a. Initiate, execute, and complete Preliminary Damage and Rapid Needs Assessments
44
 - 45 i. Residents
 - 46 ii. Local Economy
 - 47 iii. State Government
 - 48 iv. Local Government
 - 49 v. Public Utilities
 - 50 vi. Private Sector
 - 51 vii. Non-Governmental Organizations
 - 52 b. Deploy and employ National Urban Search and Rescue Task Forces
 - c. Deploy and employ the National Disaster Medical System

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- d. Deploy and employ the Strategic National Stockpile if necessary
 - e. Coordinate comprehensive search and rescue with the US Coast Guard in compliance with the National Search and Rescue Plan
 - f. Establish, staff, and operate Mass Care and Emergency Shelters
 - g. Facilitate Evacuation and Evacuee Management
 - h. Facilitate Patient Evacuation
 - i. Critical Debris Assessment and Removal
 - j. Manage the requirements of Special Needs Populations
2. Life-Sustaining
- a. Water
 - b. Ice
 - c. Food
 - d. Tarps
 - e. Emergency Power
 - f. Tailor and deploy FEMA Immediate Rapid Response (IRR) Resource
 - g. Tailor and deploy FEMA Pre-Positioned Disaster Supplies (PPDS)
 - h. Mass Care and Shelter Management
 - i. Deploy USDA/USFS Incident Management Teams
 - i. Base Camps
 - ii. Food Services
 - iii. Operational and Logistic Staging Areas
 - iv. Point of Distribution System Support
 - j. Establish In-Theater Logistics Infrastructure
 - i. Activate FEMA Logistics Centers (East, Central, and West)
 - ii. Activate the FEMA Disaster Information Systems Clearing Hours (DISC)
 - iii. Establish FEMA Mobilization Centers and deploy Mobilization Center Management Teams
 - iv. Establish Operational and Logistic Staging Areas
 - v. Assist in establishing State and local Distribution Points
3. Minimize Property Damage
- a. Debris Assessment
 - b. Debris Removal and Disposal
 - c. Maintain critical power and communications
4. Stabilization and Restoration of Minimal Functionality of Critical Infrastructures
- a. US Army Corps of Engineers (USACE) Planning Resource Teams (PRTs) for Emergency Power
 - b. Community Medical Infrastructure Services
 - c. Potable Water Systems
 - d. Sewage Treatment Systems
 - e. Commercial Power
 - f. Commercial Communications
5. Establish Recovery Infrastructure
- a. Establish Initial Operating Facility (IOF)
 - b. Establish Joint Field Office (JFO) and/or Multi-Agency Coordination Center (MACC)
 - c. Activate ADD System
 - d. Initiate DRC operations

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- e. Deploy Community Relations Specialists
- f. Activate National Processing Support Center (NPSCs) and Teleregistration
- g. Initiate IA, PA, and HMGP programs
- h. Survey and identify Long-Term Shelter Needs, Locations, and Emergency Group Sites (EGS)
- i. Evaluate need/requirement to implement the Catastrophic Incident Supplement and initiate a Catastrophic Housing Plan

National Response Coordination Center (NRCC) Responsibilities:

The NRCC is a multi-agency center that provides overall Federal response coordination for Incidents of National Significance and emergency management program implementation. FEMA maintains the NRCC as a functional component of the Homeland Security Operations Center (HSOC) in support of incident management operations. The HSOC is a standing 24/7 interagency watch and operational coordination center that fuses law enforcement, national intelligence, emergency response, and private sector reporting.

The NRCC coordinates all activities under the NRP at a national level. The NRCC coordinates operational response and resource allocation planning with the appropriate Federal departments and agencies, Regional Response Coordination Centers (RRCCs), and Joint Field Offices (JFOs) and maintains situational awareness and ensures coordination during the response and recovery efforts following an incident.

During an incident, the NRCC operates on a 24/7 basis or as required in coordination with other elements of the HSOC. To support incident operations, more than 40 departments and agencies from activated ESF primary and support agencies provide representatives to augment the NRCC. Additional interagency representatives may be requested based on the situation at hand.

The FEMA Operations Center (FOC) supports the NRCC with a 24-hour watch and provides notification to departments and agencies on the activation (or potential activation) of ESFs.

The NRCC monitors potential or developing Incidents of National Significance and when activated, supports the efforts of regional and field components. During an activation, the NRCC will focus on supporting multi-agency planning and coordination of incident management operations including:

- Monitoring the preparedness of national-level emergency response teams and resources;
- In coordination with RRCCs, initiating mission assignments or reimbursable agreements to activate other Federal departments and agencies;
- Activating and deploying national-level entities such as the National Disaster Medical System (NDMS), National Urban Search and Rescue Task Forces (US&R), Mobile Emergency Response Support (MERS), and Emergency Response Team (ERT);
- Coordinating and sustaining the Federal response to potential and actual Incidents of National Significance, including coordinating the use of Federal remote sensing/disaster assessment support;
- Providing management of field facilities, supplies, and equipment;
- Coordinating operational response and resource allocation planning with the appropriate Federal departments and agencies, RRCCs, and the JFO;
- Tracking and managing Federal resource allocations regarding financial tracking and management;

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Collecting, evaluating, and disseminating information regarding the incident response and status of resources; and
- Drafting and distributing operational warnings and orders in coordination with other elements of the HSOC.

In addition, the NRCC resolves Federal resource support conflicts and other implementation issues forwarded by the JFO.

Once activated, the NRCC is responsible for remote sensing and Geospatial Information Systems (GIS) support and analysis and the maintenance of all historical files and records pertaining to NRCC operations.

Regional Response Coordination Center (RRCC)

The RRCC provides for interagency resource coordination and multi-agency incident support. The RRCC coordinates regional response efforts, establishes Federal priorities, and implements local Federal program support until a JFO is established.

The RRCC is a multi-agency center that provides overall Federal response coordination for Incidents of National Significance and emergency management program implementation at the Regional level. There are ten (10) Standard Federal Regions and RRCCs. Each FEMA Mobile Emergency Response Support (MERS) Detachment provides concurrent 24/7 coverage for two (2) adjacent Standard Federal Regions through its MERS Operations Center (MOC).

The RRCC coordinates all activities under the NRP at a regional level. The RRCC coordinates operational response and resource allocation planning with the appropriate Federal departments and agencies in the Standard Federal Region and serves as a multi-agency area command during incidents involving multiple states in its area (region) of responsibility. The RRCC, when activated, maintains situational awareness and ensures coordination during the response and recovery efforts following an incident.

During an incident, the RRCC operates on a 24/7 basis or as required in coordination with the NRCC and JFOs. To support incident operations, more than 40 departments and agencies from activated ESF primary and support agencies provide representatives to augment the RRCC. Additional interagency Federal, State, local, and Tribal and private sector representatives may be requested based on the situation at hand.

The RRCC is a standing facility operated by FEMA that is activated to coordinate regional response efforts, establish Federal priorities, and implement local Federal program support until a JFO is established in the field and/or the Principal Federal Official (PFO), Federal Coordinating Officer (FCO), or Federal Resource Coordinator (FRC) can assume their NRP coordination responsibilities.

The RRCC establishes communications with the affected State emergency management agency and the NRCC, coordinates deployment of the Emergency Response Team–Advance Element (ERT-A) to field locations, assesses damage information, develops situation reports, and issues initial mission assignments.

The FEMA Regional Director, or the FEMA NRCC, activates the RRCC based on the level of response required. The RRCC is led by an RRCC Director and includes DHS and /FEMA staff and regional ESF representatives. The RRCC may also include a DOD Regional Emergency Preparedness Liaison Officer (REPLO) who assists in coordination of requests for defense support. Financial management activity at the RRCC is monitored and reported by the Comptroller via the Finance and Administration Section.

Once activated, the NRCC will focus on supporting multi-agency planning and coordination of incident management operations from the regional perspective.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Joint Field Office (JFO)

The JFO is a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction(s) during Incidents of National Significance.

The JFO provides a central location for coordination of Federal, state, local, and Tribal governments, non-governmental organizations (NGOs) (e.g. American Red Cross, Salvation Army), and private sector entities with primary responsibility for threat response and incident support.

Members of the JFO provide incident oversight, direction and assistance to the responders on the scene. Activities at the local level are coordinated through the JFO and reported back to regional and national elements. When the JFO is stood up, the RRCC may remain staffed to provide additional support.

The JFO is staffed by members of (a) the corresponding Region's ERT-A, (b) a back-up Region ERT-A, (c) the ERT-N, or (d) a combination of resources drawn from (a), (b), and (c).

The JFO is a multi-agency coordination center (MACC) established locally with the theater of operations and in proximity to the SEOC. It provides a central location for coordination of Federal, State, local, Tribal, non-governmental, and private-sector organizations with primary responsibility for threat response and incident support. The JFO enables the effective and efficient coordination of Federal incident-related prevention, preparedness, response, and recovery actions. If necessary, the JFO can transition to a Long-Term Recovery Office (LTRO) under the direction of the FEMA Disaster Recovery Manager (DRM). The JFO utilizes the scalable organizational structure of the NIMS/ICS in the context of both pre-incident and post-incident management activities and is adaptable to the magnitude and complexity of the situation at hand, and incorporates the NIMS principles regarding span of control and organizational structure: management, operations, planning, logistics, and finance/administration.

Although the JFO uses an ICS structure, the JFO, like the NRCC and RRCC, does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site. The JFO accommodates all entities (or their designated representatives) essential to incident management, information-sharing, and the delivery of disaster assistance and other support. State, local, tribal, private-sector, and non-governmental organizations assign liaisons to the JFO to facilitate interaction, communication, and coordination. External Affairs, including Congressional liaison, public information, and media relations, are managed through the Joint Information Center (JIC), the external component of ESF # 15, which becomes an operational branch of the JFO during Incidents of National Significance.

All Federal MACCs will conduct post-impact damage and needs assessments and analysis to quantify realized impacts and damage in a comparative perspective. The purpose of the post-impact damage and needs assessment and analysis is to maintain comprehensive situational awareness, maintain action and resource visibility, and to track restoration activities and inform key government officials as to the progress of the overall restoration from a collective standpoint. The Federal Government completes two analysis components following an event.

- Real-time analysis: Provides information on the actual damage to and impact on the population and critical infrastructures due to the event. This analysis compares the predicted impacts to the actual damage to determine if any changes should be made to response plans. The real-time analysis occurs immediately after the event and identifies the near-real time impact.
- Trending analysis: Provides continual response, recovery, and infrastructure restoration information. Once the impacts are realized, the Federal Government conducts trending analyses

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Deadline for comments – May 15, 2006

to facilitate response, recovery, and restoration activities to facilitate reentry, repopulation, and economic rehabilitation.

- The post-impact analysis continues until complete restoration.

Emergency Support Functions (ESF) – Specific Activities and Operations **To Be Provided By ESFs**

- ESF # 1, Transportation
- ESF # 2, Telecommunications
- ESF # 3, Public Works Friday
- ESF # 4, Firefighting, Monday
- ESF # 5, Emergency Management
- ESF # 6, Mass Care and Human Services
- ESF # 7, Resources Support
- ESF # 8, Public Health and Emergency Medical Services
- ESF # 9, Urban Search and Rescue (US&R)
- ESF # 10, Hazardous Materials
- ESF # 11, Agriculture and Natural Resources
- ESF # 12, Energy, Wednesday
- ESF # 13, Public Safety and Security
- ESF # 14, Long-Term-Community Recovery and Mitigation
- ESF # 15, External Affairs

Recovery

To be provided by ESF # 14, Long-Term Community Recovery and Mitigation

Demobilization and Deactivation Phase

The demobilization and deactivation phase, and the associated procedures, processes, practices, and protocols, is initiated when the Unified Command determines that sufficient progress has been made in restoring minimal functionality to affected and impacted area and that the critical life- and economy-sustaining critical infrastructures are able to support reentry and repopulation. The demobilization and deactivation of a specific response asset is initiated when its specific task or Mission Assignment is completed or when it is determined the magnitude of the event does not warrant continued use of the asset.

Within the context of the 2006 hurricane season, once immediate response missions and life-saving activities conclude, the emphasis will shift from response to recovery operations and, if applicable, hazard mitigation or when a centralized Federal coordination presence is no longer required in the affected area, the JFO Coordination Group implements the demobilization and deactivation plan to transfer responsibilities and close out the JFO. The NRCC and RRCC(s) will utilize the JFO demobilization and deactivation schedule and plan to develop and implement their own schedules and plans.

After the closing of the JFO, long-term recovery program management and monitoring transitions to individual agencies' regional offices and/or headquarters, as appropriate. At the direction of the Unified Command, the various Planning Sections develop a scaleable demobilization and deactivation plan for the release of appropriate components. As the need for full-time interagency coordination at the JFO ceases, the ERT plans for selective release of Federal resources, demobilization, deactivation, and closeout. Federal agencies then work directly with their grantees from their regional or HQ offices to administer and monitor individual recovery programs, support, and technical services.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 As response operations begin to diminish, Incident Commanders demobilize Federal agencies from their
2 respective operations. The RRCC and NRCC may remain operational at reduced staffing to ensure (a)
3 continued visibility on the execution of longer term Mission Assignments and (b) maintain situational
4 awareness to support additional response operations.
5

6 When the Federal response effort is deactivated, specific procedures for deactivation will be followed to
7 ensure proper record keeping and handling of contracts as well as recovery of deployed equipment and
8 materials. Demobilization and deactivation activities are planned, coordinated, and executed to ensure
9 that Federal, state, local, tribal, and private sector response and recovery personnel are maintained at the
10 highest state of readiness commensurate to operational field response and recovery operations.
11

12 These activities are also planned to ensure that a smooth and transparent transition to long-term recovery
13 can be effected once decided by the Unified Command (the Incident Commander/State Emergency
14 Manager, the FCO, and the DCO), with the concurrence of the PFO and the Governor. Demobilization
15 and deactivation activities ensure that the appropriate elected government jurisdiction, and private sector
16 components under local government regulation and oversight, resume direct authority for operations and
17 administration as soon as effectively possible.
18

19 • Purpose:

- 20
21 ○ Demobilization and deactivation activities are planned, coordinated, and executed to
22 ensure that Federal, State, local, Tribal, and private sector response and recovery
23 personnel are maintained at the highest state of readiness possible commensurate to
24 operational field response and recovery operations
25
- 26 ○ Demobilization and deactivation activities are also planned to ensure that a smooth and
27 transparent transition to a long-term community recovery and mitigation posture can be
28 effected once the Unified Command (the Incident Commander/State Emergency
29 Manager, the Federal Coordinating Officer, and the Defense Coordinating Officer), with
30 the concurrence of the Principal Federal Official (PFO) and the Governor, has determined
31 that the active response phase has ended.
32
- 33 ○ Demobilization and deactivation activities ensure that the appropriate elected government
34 jurisdiction, or private sector component under local government regulation and oversight
35 resumes direct authority for operations and administration as soon as effectively possible.

36 • Objectives:

- 37
38 ○ Ensure completion of all Life-Saving requirements and missions
39
- 40 ○ Ensure all Life-Sustaining missions no longer require Direct Federal and/or Federal
41 Operations Support
42
- 43 ○ Ensure Infrastructure Stabilization has been completed and that infrastructure recovery,
44 rehabilitation, and restoration is fully underway
45
- 46 ○ Ensure that the Joint Field Office and Disaster Response Center architecture (or Federal,
47 State, local, and Tribal Continuity of Government and Continuity of Operations) is fully
48 operational and engaged.
49

50 • Demobilization/Deactivation Components:

- 51
52 ○ Deployed Personnel (JFO, RRCC, and NRCC)
53 ○ Deployed Assets, Resources, and Equipment
54 ○ Temporary Facilities and Operations and Logistics Staging Areas

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Close-Out or transfer of Mission Assignments
- De-obligation of unused funds
- Operations:
 - At the direction of the Senior Federal Official and the Operations Section Chief will draft, coordinate, and promulgate a comprehensive Demobilization and Deactivation Plan to ensure an orderly and efficient standing down and shutting down of the activity missions and functions including deployed personnel (JFO, RRCC, and NRCC), deployed assets, resources, and equipment, temporary facilities and operations and logistics staging areas, close-out or transfer of mission assignments, and the de-obligation of unused funds at the JFO, RRCC, and NRCC levels of operation.
 - Demobilization and deactivation of the FECC and ESF-2 will not commence without the approval of the Senior Federal Official.
 - Demobilization and deactivation will be conducted with concurrence of the Unified Commander's or Manager's Long-Term Strategic Plan.
 - The Planning Section's Demobilization Unit will draft, coordinate, and publish the Deactivation and Demobilization Plan.
- Reporting Requirements
 - Demobilization and Deactivation Plan
 - ESF Close-Out Reports
 - Accountable Property Report(s)
 - Mission Assignments
 - Close-Outs
 - Program Management Transfer Documentation
 - De-obligation Documentation
 - ESF After-Action Reports
 - Demobilized and Deactivated Personnel After-Action Reports
 - Consolidated Federal Personnel Time and Attendance Reports

At the direction of the FCO and the Operations Section Chief, the ESFs will draft, coordinate, and promulgate a comprehensive Demobilization and Deactivation Plan in conjunction with the Planning Section's Demobilization Unit. The purpose of this plan is to ensure an orderly and efficient stand down and shut down of Federal response operations, missions, and functions. The Demobilization and Deactivation Plan will describe processes for personnel involvement and handling the transition to FEMA for long-term community recovery and mitigation. The component will execute the plan and recommend the release of Federal assets as commercial communications resources become available.

The Demobilization and Deactivation Plan will incorporate the following requirements.

- Drafted in coordination with the comprehensive Demobilization and Deactivation Plan created and coordinated by the Demobilization Unit of the Planning Section and approved by the Operations Section Chief and Command Staff.
- Through the Logistics Section:

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

- Includes coordinating instructions for the return of communications and IT equipment acquired under the DRF to the appropriate FEMA Accountable Property Officer (APO) at the JFO and/or Long-Term Recovery Office, or the FEMA Disaster Information Systems Center. Contracts for temporary facilities will be terminated or transitioned to appropriate Project Managers in the appropriate FEMA Region or headquarters for continued operations and management.
- Completes return of all Federal equipment and supplies signed to the demobilized and deactivated personnel.
- Through the Finance and Administrative Section:
 - Provides coordinating instructions for the de-obligation of unused funds and the designation of long-term Project Managers in the appropriate FEMA Region or headquarters) for open Direct Federal Support and Federal Operations Support mission assignments.
 - Issues travel orders for demobilized and deactivated personnel and reconcile the time and attendance records of the demobilized and deactivated personnel (also in coordination with the Human Resources Desk and under the initial Activation Mission Assignment).
- In coordination with the Operations and Planning Sections, requires all demobilized and deactivated personnel submit before release from the operational area an after-action report in accordance with guidelines and procedures defined in the NRP.
- Requires all demobilized and deactivated personnel to contact the FEMA ADD to advise them of their new status before departing the operational area.
- Ensures that the demobilized and deactivated personnel are available for reactivation and redeployment during their alert duty status or that sufficient relief personnel are available for activation and deployment in the event of another incident.

Demobilization and Deactivation activities will be planned, coordinated, and executed in a phased manner that minimizes the risk and negative impact to the operational efficiency, efficacy, and effectiveness of the Unified Command's comprehensive response and recovery effort. Approval and implementation of the Demobilization and Deactivation Plan will be coordinated as follows.

- The Demobilization and Deactivation Plan will be approved by the JFO Coordination Group, as well as the Federal component of the Unified Command.
- Demobilization and deactivation will not commence without the approval of the PFO/FCO.
- Demobilization and deactivation will be conducted with concurrence of the Unified Commander or Manager's Long-Term Strategic Plan.
- Demobilization and deactivation activities will be coordinated at the daily planning conferences and incorporated into the Incident Action Plan (IAP) for the appropriate operations period (OPERIOD) and reported in the appropriate SITREPs.
- Management authority for any remaining assets deployed to the incident areas will be transferred to FEMA.

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

Assigned leadership personnel will continue to gather and analyze communication sector information from communications sector and other service providers in the affected area to compile and submit an after-action report in accordance with guidelines and procedures defined in the NRP.

Deactivation Reporting Requirements

The following reports or documentation will be generated as part of the Deactivation phase.

- JFO, RRCC, and/or NRCC (including MACC, JOC, and JIC) and ESF Demobilization and Deactivation Plan
- ESF Close-Out Report
- Accountable Property Report(s)
- Mission Assignments: Close-Outs, Program Management Transfer Documentation, and De-obligation Documentation
- ESF After-Action Report
- Demobilized and Deactivated Personnel After-Action Reports
- Consolidated Federal Personnel Time and Attendance Reports

Demobilization Activities

The following activities will be completed as part of the Demobilization phase.

Personnel:

- Ensure return of any IT and/or communications assets loaned to ESF personnel.
- Notify personnel and JFO/DRC of planned release date for return to normal duty station.
- Ensure return or disposal of sensitive documents/artifacts/badges
- Confirm forwarding address and contact numbers

Office Assets:

- Sanitize all proprietary data from loaned IT assets
- Ensure return of all IT and communications assets loaned to staff by JFO/DRC staff
- Ensure removal/disposal of all proprietary hardcopy/disk materials from work spaces
- Clear all voice mail boxes and return to generic passwords as directed by JFO/DRC staff
- Ensure return of all JFO/DRC office keys used by staff
- Place notice/placard in vacated space referring inquiries to the RRCC or NRCC

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Deadline for comments – May 15, 2006

1 Acronym List

ADD	Automated Deployment Database
APO	Accountable Property Officer
ARF	Assistance Request Form
ASD-HD	Assistant Secretary of Defense for Homeland Defense
AT	Annual Training
C4	Command, Control, Communications and Computers
CIP	Critical Infrastructure Protection
COMC	Communications Coordinator
COML	Communications Unit Leader
COMT	Communications Technician
COOP	Continuity of Operations
COP	Common Operating Picture
DCE	Defense Coordinating Elements
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DM	Deputy Manager
DOC	Department of Commerce
DOD	Department of Defense
DOI	Department of Interior
DRF	Disaster Relief Fund
DSCA	DOD Support to Civil Authorities
EA	Emergency Authority
EAS	Emergency Alert System
ECS	Emergency Communications Staff
ECT-F	Emergency Communications Team – Field
ECT-N	Emergency Communications Team – National
EOC	Emergency Operations Center
EOP	Executive Office of the President
ERT-A	Advance Element of the Emergency Response Team
ESF	Emergency Support Function
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FECC	Federal Emergency Communications Coordinator
FEMA	Federal Emergency Management Agency
FIRST	Federal Incident Response Support Team
FOC	FEMA Operations Center
FRC	Federal Resource Coordinator
GETS	Government Emergency Communications Service
GIS	Geographic Information System
GSA	General Services Administration
HLD	Homeland Defense
HLS	Homeland Security
HSA	Homeland Security Advisor
HSOC	Homeland Security Operations Center
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IDT	Inactive Duty Training
IEC	Interexchange Carrier

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

IIMG	Interagency Incident Management Group
ILC	Infrastructure Liaison Cell
IMA	Individual Mobilization Augmentee
IMP	Incident Management Plan
IOF	Interim Operating Facilities
IP	Internet Protocol
ISAC	Information Sharing and Analysis Center
IT	Information Technology
JDOMS	Joint Directorate of Military Support
JFO	Joint Field Office
JS	Joint Staff
JTF	Joint Task Force
JTRB	Joint Telecommunications Resource Board
LFA	Lead Federal Agency
LNO	Liaison Officer
MA	Mission Assignment
MATTS	Mobile Air Transportable Communications System
MERS	Mobile Emergency Response Support
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTSO	Mobile Telephone Switching Office
NCC	National Coordinating Center
NCRCG	National Cyber Response Coordination Group
NCS	National Communications System
NCSO	National Cyber Security Division
NDA	Non-Disclosure Agreement
NDAC	Network Design and Analysis Capability
NICC	National Infrastructure Coordination Center
NIFC	National Interagency Fire Center
NIICD	National Interagency Incident Communications Division
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NIRSC	National Incident Radio Support Cache
NOAA	National Oceanic and Atmospheric Administration
NRCC	National Response Coordination Center
NRP	National Response Plan
NS/EP	National Security and Emergency Preparedness
NTIA	National Telecommunications and Information Administration
OA	Operational Analysis
OMNCS	Office of the Manager, NCS
OPERIOD	Operations Period
OPLAN	Operations Plan
OSD	Office of the Secretary of Defense
OSTP	Office of Science and Technology Policy
PDD	Presidential Decision Directive
PFO	Principal Federal Official
POA	Point of Arrival
POP	Points-of-Presence
PSA	Protective Security Advisor
PSAP	Public Safety Access Points
PSN	Public Switched Network

28 February 2006

H-2

Send comments to:

Web - CWM INTEGRATED OPS-LOG CONOPS.doc

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Deadline for comments – May 15, 2006

RCC	Regional Communications Coordinator
RD	Regional Director
RFF	Request For Forces
RRCC	Regional Response Coordination Center
SA	Situational Awareness
SECDEF	Secretary of Defense
SIPRNET	Secret Internet Protocol Router Network
SITREP	Situation Report
SLOSH	Sea, Lake and Overland Surges from Hurricanes
SOP	Standard Operating Procedures
SSA	Sector Specific Agency
STA	Special Temporary Authority
STU-III	Secure Telephone Unit III
TDY	Temporary Duty
TS/SCI	Top Secret/Sensitive Compartmented Information
TSP	Telecommunications Service Priority
TTAD	Temporary Tour of Active Duty
USFS	United States Forest Service
USNORTHCOM	United States Northern Command
VTC	Video Teleconference
WPS	Wireless Priority Service

Glossary of Terms

Advisory: Official information issued by tropical cyclone warning centers describing all tropical cyclone watches and warnings in effect along with details concerning tropical cyclone locations, intensity and movement, and precautions that should be taken. Advisories are also issued to describe: (a) tropical cyclones prior to issuance of watches and warnings and (b) subtropical cyclones.

Best Track: A subjectively-smoothed representation of a tropical cyclone's location and intensity over its lifetime. The best track contains the cyclone's latitude, longitude, maximum sustained surface winds, and minimum sea-level pressure at 6-hourly intervals. Best track positions and intensities, which are based on a post-storm assessment of all available data, may differ from values contained in storm advisories. They also generally will not reflect the erratic motion implied by connecting individual center fix positions.

Center: Generally speaking, the vertical axis of a tropical cyclone, usually defined by the location of minimum wind or minimum pressure. The cyclone center position can vary with altitude. In advisory products, refers to the center position at the surface.

Center / Vortex Fix: The location of the center of a tropical or subtropical cyclone obtained by reconnaissance aircraft penetration, satellite, radar, or synoptic data.

Central North Pacific Basin: The region north of the Equator between 140W and the International Dateline. The Central Pacific Hurricane Center (CPHC) in Honolulu, Hawaii is responsible for tracking tropical cyclones in this region.

Cyclone: An atmospheric closed circulation rotating counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Direct Hit: A close approach of a tropical cyclone to a particular location. For locations on the left-hand side of a tropical cyclone's track (looking in the direction of motion), a direct hit occurs when the cyclone passes to within a distance equal to the cyclone's radius of maximum wind. For locations on the right-

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 hand side of the track, a direct hit occurs when the cyclone passes to within a distance equal to twice the
2 radius of maximum wind.
3

4 **Eastern North Pacific Basin:** The portion of the North Pacific Ocean east of 140W. The National
5 Hurricane Center in Miami, Florida is responsible for tracking tropical cyclones in this region.
6

7 **Eye:** The roughly circular area of comparatively light winds that encompasses the center of a severe
8 tropical cyclone. The eye is either completely or partially surrounded by the eyewall cloud.
9

10 **Eyewall / Wall Cloud:** An organized band or ring of cumulonimbus clouds that surround the eye, or
11 light-wind center of a tropical cyclone. Eyewall and wall cloud are used synonymously.
12

13 **Explosive Deepening:** A decrease in the minimum sea-level pressure of a tropical cyclone of 2.5 mb/hr
14 for at least 12 hours or 5 mb/hr for at least six hours.
15

16 **Extratropical:** A term used in advisories and tropical summaries to indicate that a cyclone has lost its
17 "tropical" characteristics. The term implies both poleward displacement of the cyclone and the conversion
18 of the cyclone's primary energy source from the release of latent heat of condensation to baroclinic (the
19 temperature contrast between warm and cold air masses) processes. It is important to note that cyclones
20 can become extratropical and still retain winds of hurricane or tropical storm force.
21

22 **Fujiwhara Effect:** The tendency of two nearby tropical cyclones to rotate cyclonically about each other.
23

24 **Gale Warning:** A warning of 1-minute sustained surface winds in the range 34 kt (39 mph or 63 km/hr)
25 to 47 kt (54 mph or 87 km/hr) inclusive, either predicted or occurring and not directly associated with
26 tropical cyclones.
27

28 **High Wind Warning:** A high wind warning is defined as 1-minute average surface winds of 35 kt (40
29 mph or 64 km/hr) or greater lasting for 1 hour or longer, or winds gusting to 50 kt (58 mph or 93 km/hr)
30 or greater regardless of duration that are either expected or observed over land.
31

32 **Hurricane / Typhoon:** A tropical cyclone in which the maximum sustained surface wind (using the U.S.
33 1-minute average) is 64 kt (74 mph or 119 km/hr) or more. The term hurricane is used for Northern
34 Hemisphere tropical cyclones east of the International Dateline to the Greenwich Meridian. The term
35 typhoon is used for Pacific tropical cyclones north of the Equator west of the International Dateline.
36

37 **Hurricane Local Statement:** A public release prepared by local National Weather Service offices in or
38 near a threatened area giving specific details for its county/parish warning area on (1) weather conditions,
39 (2) evacuation decisions made by local officials, and (3) other precautions necessary to protect life and
40 property.
41

42 **Hurricane Season:** The portion of the year having a relatively high incidence of hurricanes. The
43 hurricane season in the Atlantic, Caribbean, and Gulf of Mexico runs from June 1 to November 30. The
44 hurricane season in the Eastern Pacific basin runs from May 15 to November 30. The hurricane season in
45 the Central Pacific basin runs from June 1 to November 30.
46

47 **Hurricane Warning:** A warning that sustained winds 64 kt (74 mph or 119 km/hr) or higher associated
48 with a hurricane are expected in a specified coastal area in 24 hours or less. A hurricane warning can
49 remain in effect when dangerously high water or a combination of dangerously high water and
50 exceptionally high waves continue, even though winds may be less than hurricane force.
51

52 **Hurricane Watch:** An announcement for specific coastal areas that hurricane conditions are possible
53 within 36 hours.
54

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 **Indirect Hit:** Generally refers to locations that do not experience a direct hit from a tropical cyclone, but
2 do experience hurricane force winds (either sustained or gusts) or tides of at least 4 feet above normal.
3

4 **Landfall:** The intersection of the surface center of a tropical cyclone with a coastline. Because the
5 strongest winds in a tropical cyclone are not located precisely at the center, it is possible for a cyclone's
6 strongest winds to be experienced over land even if landfall does not occur. Similarly, it is possible for a
7 tropical cyclone to make landfall and have its strongest winds remain over the water.
8

9 **Post-storm Report:** A report issued by a local National Weather Service office summarizing the impact
10 of a tropical cyclone on its forecast area. These reports include information on observed winds, pressures,
11 storm surges, rainfall, tornadoes, damage and casualties.
12

13 **Preliminary Report:** Now known as the "Tropical Cyclone Report". A report summarizing the life
14 history and effects of an Atlantic or eastern Pacific tropical cyclone. It contains a summary of the cyclone
15 life cycle and pertinent meteorological data, including the post-analysis best track (six-hourly positions
16 and intensities) and other meteorological statistics. It also contains a description of damage and casualties
17 the system produced, as well as information on forecasts and warnings associated with the cyclone. NHC
18 writes a report on every tropical cyclone in its area of responsibility.
19

20 **Present Movement:** The best estimate of the movement of the center of a tropical cyclone at a given time
21 and given position. This estimate does not reflect the short-period, small scale oscillations of the cyclone
22 center.
23

24 **Probability of Tropical Cyclone Conditions:** The probability, in percent, that the cyclone center will
25 pass within 50 miles to the right or 75 miles to the left of the listed location within the indicated time
26 period when looking at the coast in the direction of the cyclone's movement.
27

28 **Radius of Maximum Winds:** The distance from the center of a tropical cyclone to the location of the
29 cyclone's maximum winds. In well-developed hurricanes, the radius of maximum winds is generally
30 found at the inner edge of the eyewall.
31

32 **Rapid Deepening:** A decrease in the minimum sea-level pressure of a tropical cyclone of 1.75 mb/hr or
33 42 mb for 24 hours.
34

35 **Relocated:** A term used in an advisory to indicate that a vector drawn from the preceding advisory
36 position to the latest known position is not necessarily a reasonable representation of the cyclone's
37 movement.
38

39 **Remnant Low:** Used for systems no longer having convection required of a tropical cyclone (e.g., the
40 swirls of stratocumulus in the eastern North Pacific).
41

42 **Storm Surge:** An abnormal rise in sea level accompanying a hurricane or other intense storm, and whose
43 height is the difference between the observed level of the sea surface and the level that would have
44 occurred in the absence of the cyclone. Storm surge is usually estimated by subtracting the normal or
45 astronomic high tide from the observed storm tide.
46

47 **Storm Tide:** The actual level of sea water resulting from the astronomic tide combined with the storm
48 surge.
49

50 **Storm Warning:** A warning of 1-minute sustained surface winds of 48 kt (55 mph or 88 km/hr) or
51 greater, either predicted or occurring, not directly associated with tropical cyclones.
52

53 **Strike:** For any particular location, a hurricane strike occurs if that location passes within the hurricane's
54 strike circle, a circle of 125 n mi diameter, centered 12.5 n mi to the right of the hurricane center (looking

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 in the direction of motion). This circle is meant to depict the typical extent of hurricane force winds,
2 which are approximately 75 n mi to the right of the center and 50 n mi to the left.
3

4 **Subtropical Cyclone:** A non-frontal low pressure system that has characteristics of both tropical and
5 extratropical cyclones.
6

7 The most common type is an upper-level cold low with circulation extending to the surface layer and
8 maximum sustained winds generally occurring at a radius of about 100 miles or more from the center. In
9 comparison to tropical cyclones, such systems have a relatively broad zone of maximum winds that is
10 located farther from the center, and typically have a less symmetric wind field and distribution of
11 convection.
12

13 A second type of subtropical cyclone is a mesoscale low originating in or near a frontolyzing zone of
14 horizontal wind shear, with radius of maximum sustained winds generally less than 30 miles. The entire
15 circulation may initially have a diameter of less than 100 miles. These generally short-lived systems may
16 be either cold core or warm core.
17

18 **Subtropical Depression:** A subtropical cyclone in which the maximum sustained surface wind speed
19 (using the U.S. 1-minute average) is 33 kt (38 mph or 62 km/hr) or less.
20

21 **Subtropical Storm:** A subtropical cyclone in which the maximum sustained surface wind speed (using
22 the U.S. 1-minute average) is 34 kt (39 mph or 63 km/hr) or more.
23

24 **Synoptic Track:** Weather reconnaissance mission flown to provide vital meteorological information in
25 data sparse ocean areas as a supplement to existing surface, radar, and satellite data. Synoptic flights
26 better define the upper atmosphere and aid in the prediction of tropical cyclone development and
27 movement.
28

29 **Tropical Cyclone:** A warm-core non-frontal synoptic-scale cyclone, originating over tropical or
30 subtropical waters, with organized deep convection and a closed surface wind circulation about a well-
31 defined center. Once formed, a tropical cyclone is maintained by the extraction of heat energy from the
32 ocean at high temperature and heat export at the low temperatures of the upper troposphere. In this they
33 differ from extratropical cyclones, which derive their energy from horizontal temperature contrasts in the
34 atmosphere (baroclinic effects).
35

36 **Tropical Cyclone Plan of the Day:** A coordinated mission plan that tasks operational weather
37 reconnaissance requirements during the next 1100 to 1100 UTC day or as required, describes
38 reconnaissance flights committed to satisfy both operational and research requirements, and identifies
39 possible reconnaissance requirements for the succeeding 24-hour period.
40

41 **Tropical Depression:** A tropical cyclone in which the maximum sustained surface wind speed (using the
42 U.S. 1-minute average) is 33 kt (38 mph or 62 km/hr) or less.
43

44 **Tropical Disturbance:** A discrete tropical weather system of apparently organized convection --
45 generally 100 to 300 nmi in diameter -- originating in the tropics or subtropics, having a nonfrontal
46 migratory character, and maintaining its identity for 24 hours or more. It may or may not be associated
47 with a detectable perturbation of the wind field.
48

49 **Tropical Storm:** A tropical cyclone in which the maximum sustained surface wind speed (using the U.S.
50 1-minute average) ranges from 34 kt (39 mph or 63 km/hr) to 63 kt (73 mph or 118 km/hr).
51

DRAFT FOR REVIEW – NOT FOR PUBLIC DISSEMINATION

Deadline for comments – May 15, 2006

1 **Tropical Storm Warning:** A warning that sustained winds within the range of 34 to 63 kt (39 to 73 mph
2 or 63 to 118 km/hr) associated with a tropical cyclone are expected in a specified coastal area within 24
3 hours or less.

4
5 **Tropical Storm Watch:** An announcement for specific coastal areas that tropical storm conditions are
6 possible within 36 hours.

7
8 **Tropical Wave:** A trough or cyclonic curvature maximum in the trade-wind easterlies. The wave may
9 reach maximum amplitude in the lower middle troposphere.